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Personnel Management & Methods

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661 BJH

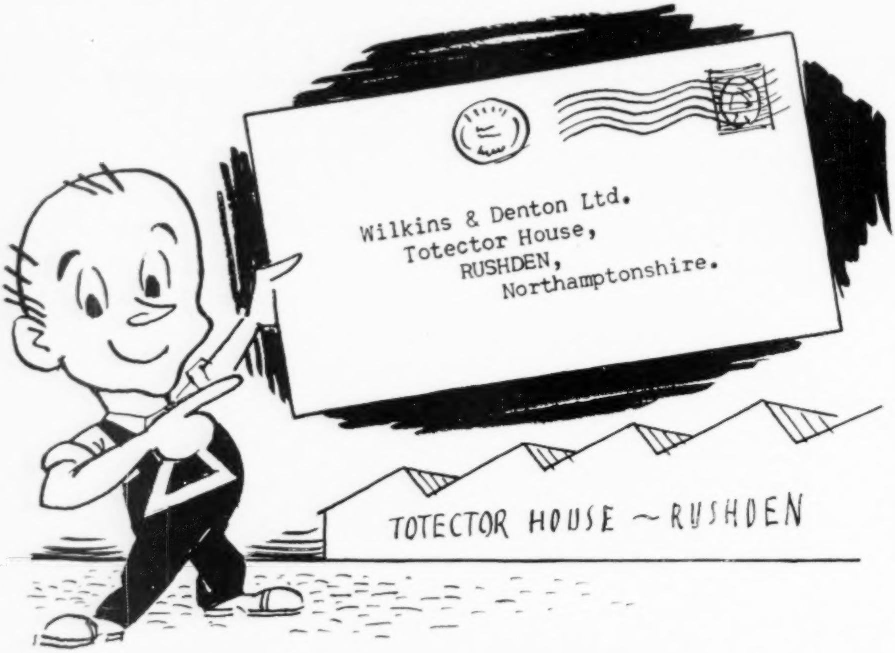
Personnel Policies in a Common Market
(page 17)

★

Can the Foreman Regain His Lost Authority?
(page 20)

★

How to Introduce a new Wages Structure
(page 25)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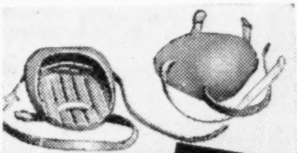

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APRIL 1958

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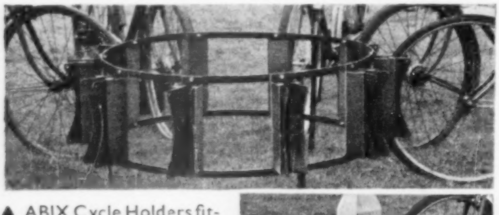

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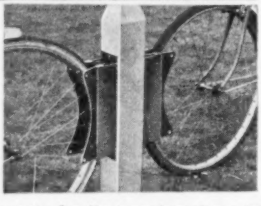

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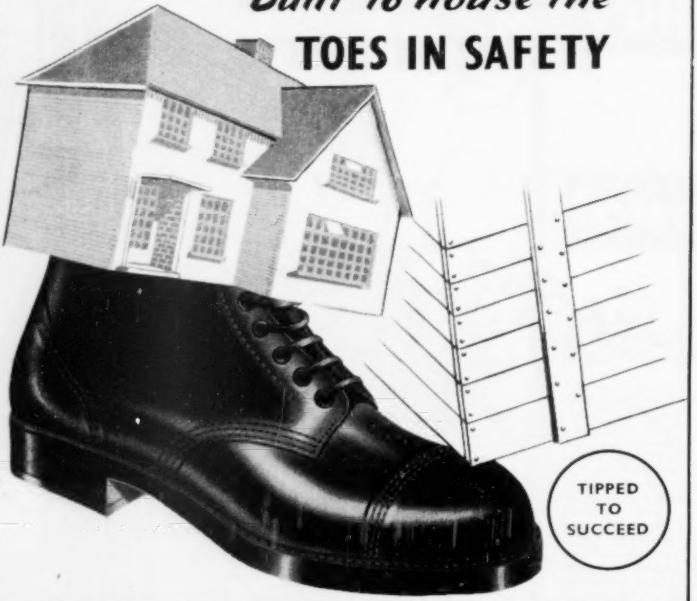

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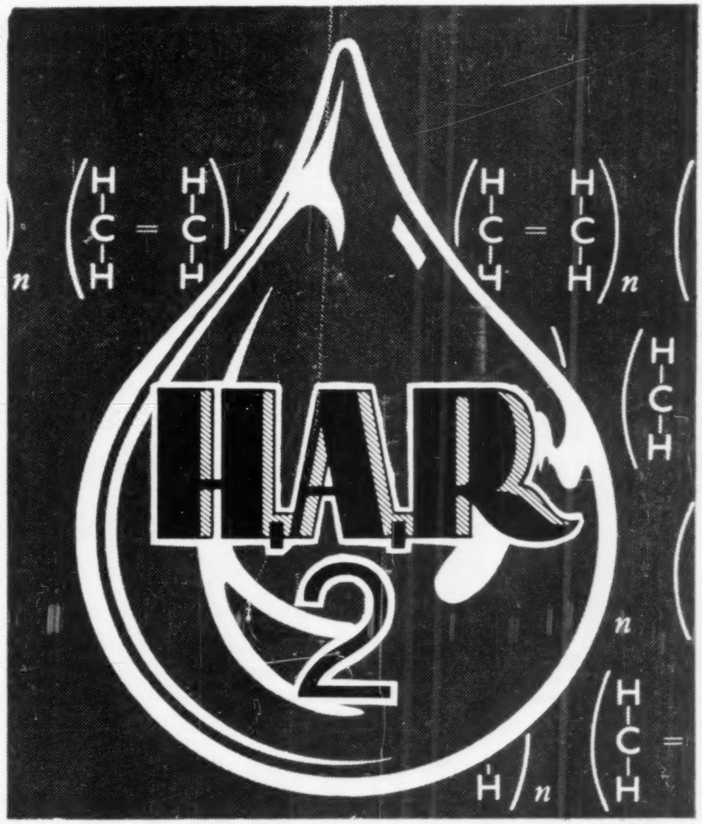

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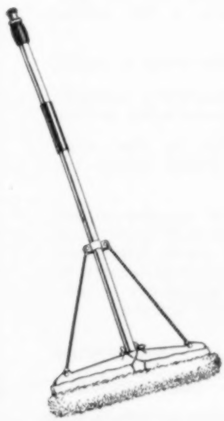

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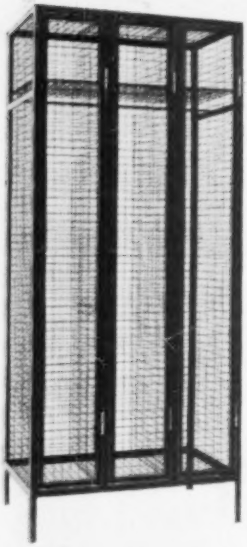

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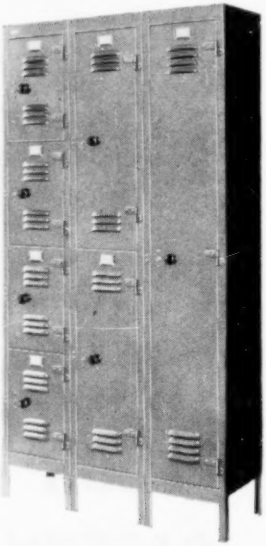

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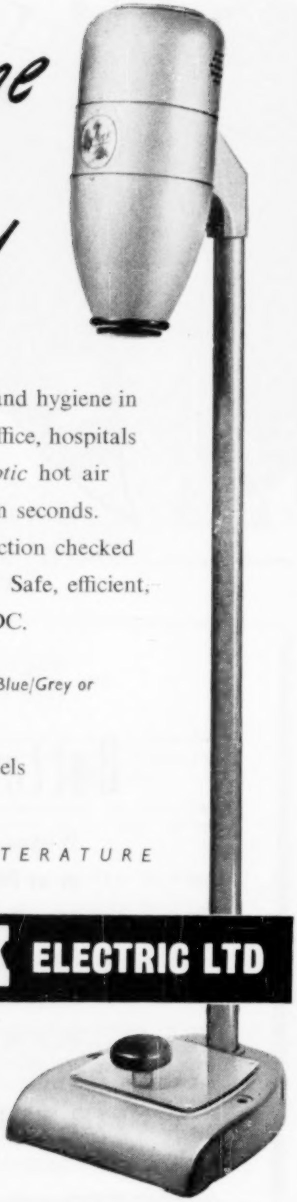

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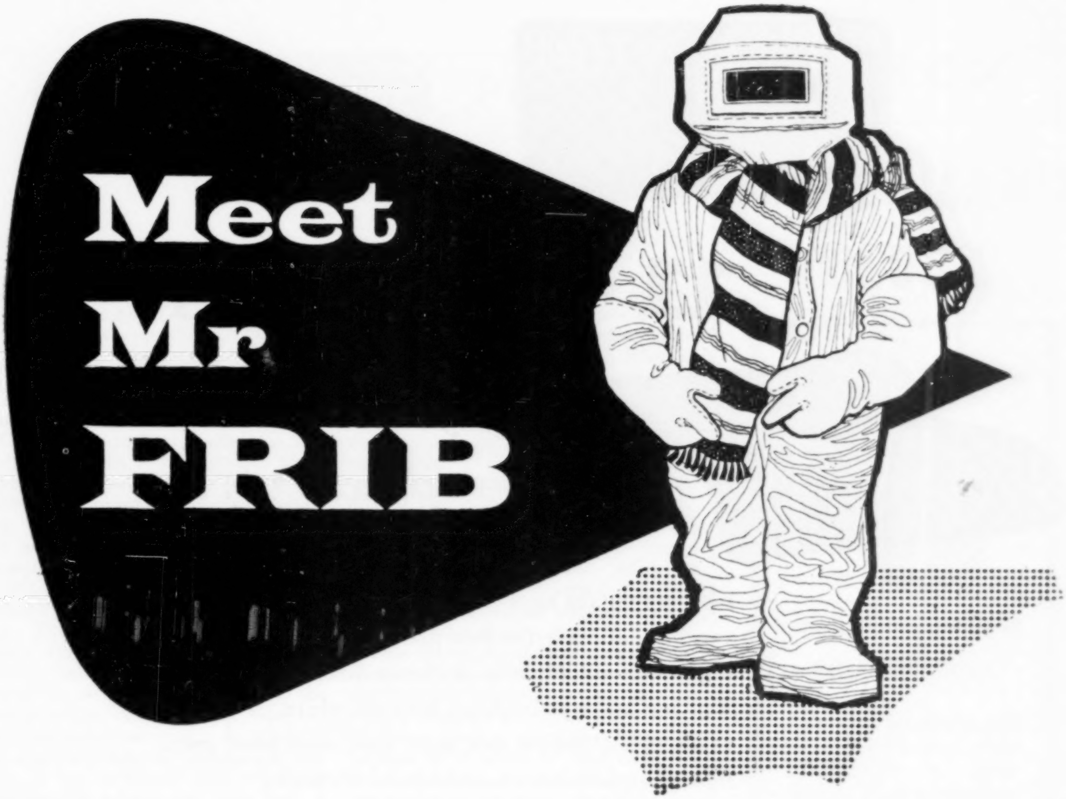

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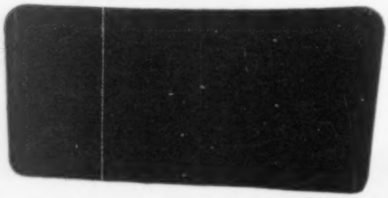

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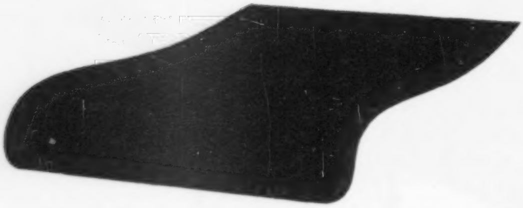

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Point Counter Point

How To Frustrate a Supervisor

"I'VE talked four of my managers into coming along tonight", said the supervisor to me as he lowered himself into his seat. "And one of them is the factory manager".

He had a right to feel satisfied: those four managers had travelled the width of London just to hear themselves, and others like them, torn to shreds, while more than 200 supervisors debated the 64,000-dollar question, "what is wrong with industrial management?".

A leading question, certainly, and it showed that the Institute of Industrial Supervisors (or the London and Home Counties branch, at least) meant business. Their choice of the F.B.I. conference hall, in Tothill Street, seemed equally significant. Were they aligning themselves with management for the sake of irony, or were they ready to beard the industrial lion in his den?

It was clear that my companion, like most of the audience, was expecting some straight talking and, with luck, a few heated arguments. The managerial hostages looked promising, too—Mr. A D. Bonham Carter, a director of Unilever, Mr. W. A. Dansie, personnel manager of Standard Telephones & Cables Ltd., and Dr. A. T. M. Wilson from the Tavistock Institute of Human Relations. Even the chairman, Sir Wilfred Neden, seemed to be in for a busman's holiday from his routine as chief conciliation officer at the Ministry of Labour.

"There is something wrong with management," said Mr. Bonham Carter; there were imperfections scattered throughout the complex fabric of modern industry, said Mr. Dansie, "but if the way we do it works, why is it wrong?" Dr. Wilson was more for penitence: "we just don't know how to provide the opening you, and all managers, so badly need".

So the conference slid gracefully, first at one tangent, then another—delegation of authority, the nice difference between management and administration, why management refused to make concessions until it was kicked. Still there was no answer.

Then, just when it seemed that the conference was about to expire from a surfeit of *politesse,* a questioner hurled his bolt straight for the bull. Why, he demanded, did management pay the supervisor to do a job, then hedge him round with restrictions to prevent his doing it properly? Suddenly the sparks were flying.

Back came Mr. Dansie with the dictum that it was the supervisor's job to carry out the policy decided at the top. He was not entitled to the responsibility he claimed; and when he attempted to write his own specifications he was frustrated because management would not allow it.

This hard-hitting was parried by remarks such as "we write our own specifications because no one else has written them for us," and "the foreman often has to carry out orders which he believes to be wrong". And so to the final *cri du coeur:* "if we accept everything without question, initiative will cease".

Mr. Dansie was adamant. Lower management, he retorted grimly, must

This ILO picture shows industrial training at a centre in Lybia. The instructor was himself trained by ILO experts and is now passing on his skill. But just how old is his pupil who certainly does not look more than 10?

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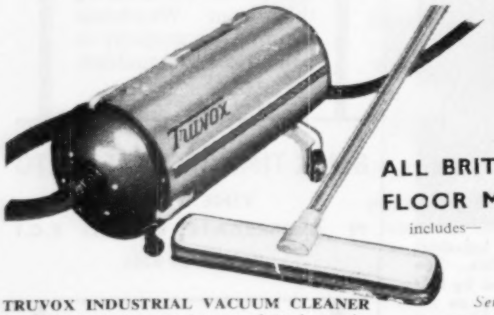

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Tx28

Point Counter Point

apply the policy it is given from above. He himself had to do it; so did every manager. If one supervisor interpreted policy, that would mean one extra policy for the company. But if there were twenty supervisors, it would be no time before there were twenty different policies. Who would be able to tell which was the right one? That, as far as he was concerned, was the meaning of line management, and his advice was, "don't kick against it".

As I walked down Tothill Street to the Underground I thought about those four managers my companion had brought along. What were their reactions to it all? Had they led the applause which followed Mr. Dansie's plea for acceptance, or did they feel, like me, that there was one answer to the question everyone had dodged? That the supervisor is a frustrated person chiefly because management just does not bother to find out why he is frustrated.

Monkey Business

THE familiar picture of the harassed boss who develops ulcers from the heavy burdens of decision making was somewhat reinforced by a recent experiment with monkeys at an army centre for medical research at the Walter Reed Hospital. In the experiment, two monkeys were subjected to an electric shock every 20 seconds. One of them was given a lever that prevented the shocks each time he pushed it and the other a lever that had no effect on the shocks. Monkey Number 1—the boss monkey—continually faced with the decision of pushing the lever, finally developed an ulcer, while monkey Number 2, at the latest report, was still in pretty good shape.

(*Personnel*, A.M.A. journal)

The Turtle Club

SAFETY, like charity, begins at home. Four years ago the British Iron and Steel Federation carried that thought to its logical conclusion and set up an Accident Prevention Committee to investigate the special problems of the industry. Now it is driving the message home with *Safety*, a magazine devoted to accident prevention and health. Aiming to cut the industry's present total of 17,000 lost-time accidents, the magazine is to be published every four months. Its straight, punchily presented case histories, facts and figures will be available to everyone in the industry who carries responsibility for safe working.

The first issue features the reorganisation of safety methods at Richard Thomas and Baldwin's Redbourn plant. Their general manager visited several steel works in the United States during 1955, and what he saw of safety research there sent him back to Redbourn determined to pay much more attention to the accidents that *might have been*.

This revolutionary concentration on the "near miss" accidents, and the comparison with American methods is underlined by another report in *Safety* on the reasons why some British workers won't wear safety helmets. Reasons listed are: fear of ridicule, resentment of "dressing up", desire to appear tough, and the feeling that the helmet is the mark of management.

The Americans, on the other hand, make a virtue of helmet wearing. It's like joining a safe working club, and in fact *Occupational Hazards*, the U.S. monthly journal of industrial safety, runs a section each issue featuring the activities of the "Turtle Club" and telling of injuries that might have been. Latest example—"During a loading operation . . . a fork truck collided with a pile of lumber. Several heavy lumber planks fell sixteen feet, striking John Menear. However, because he was wearing a hard hat, Menear was not injured".

So Menear qualified to join the Turtle Club, and the message spreads that the safety helmet is not sissy, it's sensible. For foolproof protection it doesn't pay to mock the turtle.

Fifteen-year-old Olga Waplington who works at Fort Dunlop wrote a piece for the Factory Newsletter in which she imagined herself as a V.I.P. touring the plant as the guest of Mr. E. E. Quinton, the general works manager. So impressed was Mr. Quinton with the feature that he laid on the V.I.P. tour for Olga exactly as she had imagined it.

Our Front Cover . . .

. . . shows the Minister of Labour inspecting the new experimental Mobile Employment Office which was on show a few weeks ago in St. James's Square, London. The mobile office will be based at Fakenham, Norfolk, and will tour the surrounding areas visiting some places twice and others once a week.

The idea is that it should replace three local offices but, as it will have 11 places of call, the service should, in fact, be increased. It is equipped to carry out all the usual functions of a normal local office of the Ministry.

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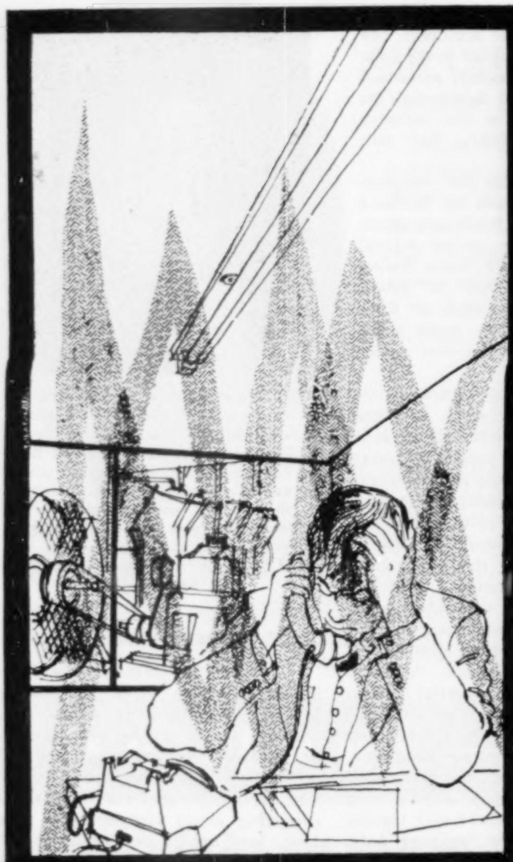

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PM

Point Counter Point

Deathly Business

VERY few organisations except insurance companies are likely to spend seven guineas on the Registrar General's Decennial Supplement, England and Wales, 1951, Occupational Mortality, Part II, which was published on March 13, but a browse through it *at the public library* would be time well spent — especially for people in the personnel and welfare field.

Put very briefly, the publication (which is in two volumes) deals with death — more specifically with what people in given jobs and professions tend to die from. Morbid, perhaps, but none the less fascinating and, says the official hand-out, "from the study of mortality in individual occupations the following points have been selected as likely to be of special interest": —

Farmers and farm labourers generally have a low mortality.

Coal miners. The risk of industrial lung disease is well known in this occupation. The high death rate from accidents is also stressed. The mortality from cancer of lung is very low, and also that from poliomyelitis.

Foundrymen and furnacemen have a comparatively high death rate from respiratory diseases and cancer of lung, which is counterbalanced to a certain extent by a low death date from heart disease.

Welders. Little information has been forthcoming in the past about the mortality of persons following this occupation. This report shows that there may be a tendency to an excessive number of deaths from pneumonia at the younger ages.

Boot and shoe makers are shown to have a high death rate from tuberculosis, thus confirming earlier work on this subject.

Printers and book binders have an apparently high death rate from leukæmia, for which it is difficult to suggest a cause.

Senior Civil Servants have a rather high death rate from coronary disease, which would appear to be earlier in onset than in their counterparts in commerce.

Dock labourers have a high death rate from tuberculosis, particularly at the older ages. They also have an increased mortality from cancer of lung, stomach and œsophagus.

Shop owners have relatively greater mortality than their **assistants** from coronary disease and suicide, but the assistants die more often from tuberculosis.

Clergymen of all denominations, except Roman Catholic priests, have favourable death rates except for a high *mortality, common to others* engaged in professional occupations, from coronary and cerebro-vascular disease.

Doctors have rather similar mortality to clergymen but their death rate from coronary and cerebro-vascular disease is higher. They also have a relatively high death rate from suicide. Although the number of deaths was small there is a high risk of death from poliomyelitis. This might have been due to excessive contact with infectious patients, but it must be compared with the almost equally high rate from the same cause among the legal profession.

Teachers have an even lower mortality than clergymen or doctors; it is particularly low from tuberculosis.

Publicans, hotel owners and barmen are groups with some of the highest death rates, particularly from cancer of the upper respiratory and alimentary tract, from vascular lesions of the central nervous system, and from cirrhosis of the liver. Among publicans there is a high risk of death from cancer of lung, not present to the same extent among barmen. The position is reversed with cancer of stomach.

Clerks have normal mortality in general with high death rates from poliomyelitis and coronary disease, and low death rates from bronchitis and pneumonia.

In view of all the recent pother about the health of executives, one astonishing trend emerges from the analyses. Occupations were assigned to five classes — professional, managerial, skilled, semi-skilled and unskilled — and of these, according to the standardised mortality ratio tables, class II, the employers and managers, are now in the most favourable position. So far as I can make out, this is another way of saying that managerial jobs on average take longer to put a man in his coffin than any other work.

THE EDITOR

Five good reasons

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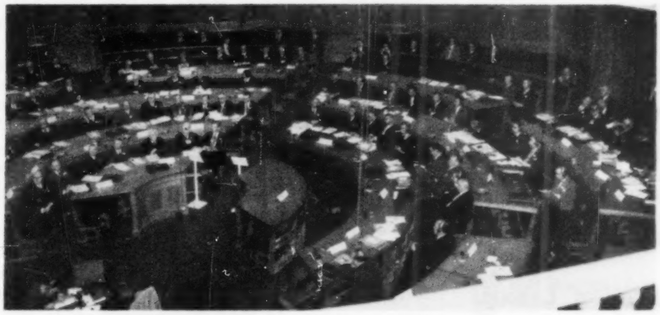
British and European Industrialists Talk it Over



A plenary session at Church House. Those attending the conference included Prince Philip, the Prime Minister of Sweden and the Chancellor of the Exchequer, Mr. Heathcoat Amory, who gave the opening address.

Personnel Policies in a Common Market or a Free Trade Area

Members of managements and trade unions from every country in Europe outside the Iron Curtain met in London recently for a conference arranged by the U.K. Council for Europe. They talked of many things to do with the Common Market and the proposed Free Trade area. One group discussed social and labour policies. Here are their findings as summarised by Herr Bertil Kugelberg, a member of the Swedish Employers' Confederation.

THE overwhelming majority of the members and the delegations expressed their genuine desire to see a Free Trade Area come into existence. The differences of opinion were more shadings in the general positive attitude towards the dominating issue — the creation of the Free Trade Area.

Unemployment

The first subject matter of our debate was *full employment*. We tried to define full employment but were not surprised when differences of opinion were found and it was really impossible to agree on an exact definition. We thus came to the conclusion that the general conception of full employment was understandable enough and acceptable enough for everybody as a basis for discussion.

We wanted to be quite clear about the different kinds of unemployment that we were talking about, as different measures would have to be taken in order to combat them. You had one kind of employment expressed in the total number of registered unemployed in the country but these could, like the proverbal insect, fall asunder in several parts when you looked at it. You had the regional unemployment in depressed or undeveloped areas. You had the frictional unemployment when people were changing jobs. You had the structural unemployment when economic life was changing its shape and putting on a new uniform.

Unemployment often struck the unskilled workers. An example of this was Denmark, where the average unemployment figure was about 8 per cent although only 2 per cent of the skilled workers were unemployed.

Agricultural employment played a dual rôle. The decrease in the number of agricultural workers constituted a labour reserve in those countries where industrial and service employment was going up. In the other countries parents on the farm could always take back a son or a daughter who was unemployed in the town.

It was pointed out from one side that everybody would have to make determined efforts to reach or maintain full employment and from the other side it was stressed you could overdo a good thing and the really important aim was to avoid chronic unemployment.

The industrial delegations pointed out that a live and changing economy really demanded that there was available a pool of people looking for new jobs. If those people could be labelled as unemployed, it would of course only be natural that they receive assistance during their period of unemployment and that at the same time measures should be taken so that no suitable person remained without a job for long. *The essence was to get a balance between supply and demand for labour while retaining mobility on the labour market.*

It was stressed that economic and financial policy would have to be much more rapid in its reactions so that the experiences of the 1930's with their wholesale unemployment were not repeated. Some members referred to the desirability of definite plans of action for Governments in order to ensure and safeguard full employment; others pointed out that it was very difficult to bring full employment into existence by legislation.

It was pointed out that these sectors of industry that had been sheltered by high protection would be particularly sensitive when tariffs were removed or abolished. Small enterprises which predominated in some countries might also suffer from the removal of protection.

Mobility of Labour

We wanted to draw a clear demarcation line between mobility of labour inside one particular country and the mobility of labour between member countries in a Free Trade Area.

Everybody agreed that already the improvement of labour mobility within any one country was difficult to obtain as some people either were so old that they were not able to move or so attached even to their second cousins that they did not want to move. On top comes of course the shortage of housing.

It would be even more difficult to obtain mobility between countries, as differences in language, religion, living conditions, climate and dietary habits created difficulties impossible to find in any text book but most important to human beings.

Some delegates feared that regional problems, particularly in areas which might be called less developed inside one country, might be aggravated when a larger European Market was created. Other delegates doubted whether those problems would be permanent and thought it more probable that the difficulties would be limited in time and that it might be equally dangerous to over-estimate them. Would it not be possible to have talks between the countries and try to solve some of these problems by common effort?

It was necessary to improve co-operation between labour exchanges in the member countries. It was necessary to have available information about new jobs and employment conditions in the different countries. *The Scandinavian delegates stressed that there had been a free labour market between the Nordic countries since 1954, and that this had worked out in a most satisfactory way. The same obtained for Benelux.*

Other delegates, however, asked if it would not be better to consider the mobility of labour as a secondary goal and first to increase the mobility of industrial plants so that they went to the places where labour was available and not the other way round.

Everybody agreed that such problems, if any, would also have to be met by programmes for retraining of labour for new occupations. The Social Fund to be created for the six powers of the European Economic Community was mentioned as a good example.

The whole Commission agreed that the European countries always would have to remember that the effects of the Western European co-operation would be felt not only inside Europe. *Our continent was only a part of that world which we all had to live in.* The other countries would have to trade with Europe and all the difficulties that Europe created for their imports into Europe would create further problems for European imports into those outside countries. A balance of payment problem might easily arise.

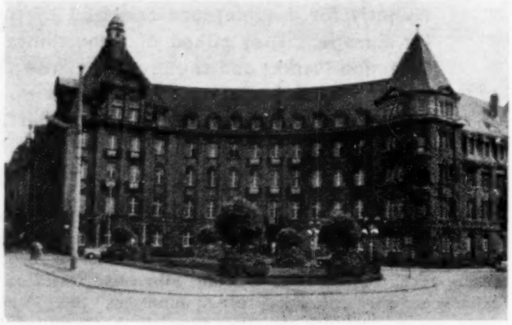
The Commission went on to consider those particular difficulties that some member countries of the proposed Free Trade Area expected to meet. An effort was made to draw comparisons between costs and social legislation in the different member countries. Everybody agreed, however, that the infinite intricacies of real life made comparisons most difficult, particularly if one wanted to prepare them in such a mathematical way that fractions would have to be used. A picture painted with much broader brushes would however, still give an impressionist image.

Wages

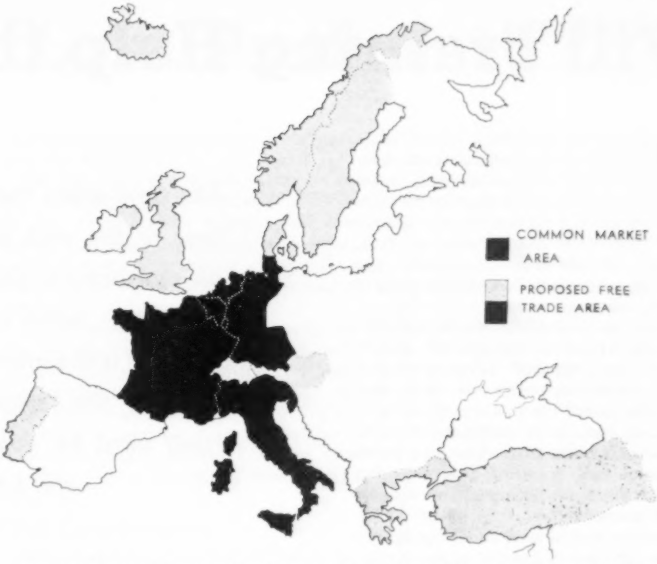
Some countries with higher than average wage levels thought it illogical to follow a suggestion that only some social conditions should be picked out and subjected to a European policy of harmonisation. Why select, for instance, the regulations of one country for overtime pay or the rules of equal pay for men and women, and at the same time entirely disregard not only total remuneration to the workers but also total cost per man hour for the

A 'Little Europe' Success Story

An outstanding example of successful economic co-operation in Europe has been the work of the European Coal and Steel Community whose Luxembourg headquarters is pictured here.



In the six years it has been operating ECSC has unified selling of its products, provided jobs for redundant workers and increased production enormously. The statistics are very edifying: before the war, for instance, Italy produced 2 million tons of steel a year and now she produces 7 million; the Germans have increased their output by 80 per cent, the French by 42 per cent and the Belgians by 23 per cent. Far from creating unemployment, ECSC has created more and better jobs. Among its social and welfare projects are a European school in Luxembourg for the children of employees and impressive housing schemes in the various member countries. By December last year 10,000 houses had in fact been completed, 11,000 were under construction and a further 5,000 were in the planning stage. ECSC has been called "the infant prodigy" of European co-operation. It is developments like this that industrial relations people in Britain should study closely.



The black areas denote the Common Market and the shaded plus black the Free Trade Area. The position at present is that the Common Market is an established fact. The Free Trade Area is still at the idea stage. It is Britain's counter-proposal to the Common Market which, in its present form, has the support of neither main political party in this country. Whichever idea finally triumphs, there will be important repercussions on management/labour relations.

industries? Those countries in Europe that beyond dispute paid the highest wages and had the highest costs per man hour did not ask for a harmonisation of wage conditions.

It was thought nevertheless that a certain degree of harmonisation would ultimately follow and, in all events, standards would go up for everybody. It was however pointed out that, for the workers, the time factor was of great importance. Maybe I here should quote Lord Keynes who once said that "in the long run we are all dead", and as far as I could gather that long-term solution was not considered as altogether satisfactory.

On the other hand some members doubted that the gap in the standards of living or wage levels between the different countries would grow smaller. They quoted as an example that the different States in the U.S.A., even after a 100 years of Common Market, showed wide differences in living and labour conditions.

We heard a declaration that the trade unions would not forget to demand increased wages at least in step with increases in productivity. At the same time we received a promise that the trade unions would promote greater understanding of the importance of labour-saving methods of production and increased use of labour-saving devices.

I am very glad to report that we were unanimous in our definition of the relative factor for the competitiveness between countries, and that was *the total cost per unit produced* and not, I repeat, not—labour costs or any other item in the total cost bill or the earnings of each worker.

A Social Charter?

We could not agree whether it would be desirable to standardise labour conditions by some kind of social charter or not.

The protagonists of harmonisation advocated, however, that their demands did not go so far as to a total equalisation of *all* conditions. They would not, for instance, ask the other countries to pay family allowances in the same way as they did themselves. Neither would they demand that all the best conditions in their own countries or in each country would be taken as a yardstick for a European social standard.

They further thought that the first stage of the transition period should be used to investigate the actual impact of differences between countries in cost-of-living, taxes and so on. They also indicated that a relaxation of the demand for social harmonisation between the countries might have to be met by a relaxation also of the strict rules for the abolition of trade barriers between the countries.

We hardly have to remind you that the different conditions discussed in our commission are in some countries matters for legislation and in other countries are the object of strictly private negotiations between the two parties on the labour market.

It would of course be possible to sum up the discussion in a lighter vein. That could be done with a slight modification of the well known signal of Nelson at Trafalgar "Not only England expects every man to do away with his duties".

Economic life is like any other form of organic life. You see either growth or a fading away. To make a seed grow, you must put it in the soil and you have to renounce the use of that grain in *any* other way. Surely that will not be the only thing you will have to forgo. *To reach the big goal, we will have to renounce small thoughts.*

Summary of Main Conclusions:—

1. *To avoid a recurrence of the mass unemployment of the 1930s, financial policy would have to be quicker and more imaginative. Protected industries would be very vulnerable when tariffs were removed.*
2. *Differences of race, language and creed, as well as housing shortages, would hamper mobility of labour between member countries. Even so, there should be a free labour market and co-operation between labour exchanges in member countries.*
3. *Equal standards of pay and work conditions were unlikely to come about, but there would be a certain degree of harmonisation.*
4. *Representatives of European unions promised to promote greater understanding of labour-saving devices given that wages went up with increased productivity.*

Will Training Help the Foreman

The time when the foreman could use the fear of the sack as a means of asserting his authority is gone. But what is to replace it? Some managements hope that training is the answer. But first, says the author, the standard of management itself must be good before such training can be of any use.

By JOHN WELLENS

OF all the jobs in a factory that which has changed most over the last twenty-five years is the job of the supervisor. Supervisory training is so closely related to this change that, before discussing training itself, I shall be obliged to consider the developments which have taken place in foremanship.

Three main changes stand out: the most important is the general acceptance of the policy of full employment. When unemployment was rife, men could be relied upon to work hard in so far as they were motivated by fear of the sack. **The supervisor had in his hands a real weapon for imposing discipline: it was a negative weapon but it was effective.**

Under conditions of full employment he has lost this means of enforcing his authority and so the problem of controlling others by more positive and creative means has come to the fore. This explains the interest shown today in "human relations" and "man-management" and why these subjects must occupy so large a part of any course of training for supervisors.

Why are "human relations" of more importance to foremen than to others in industry? The answer is quite simple. The supervisor represents management on the shop floor and it is on the shop floor that the conflict between labour and management is played out. To put it bluntly, carelessness in human relations in the office is unprofitable and unnecessary; on the shop floor it can be a disaster.

The second great change is that many functions, chiefly concerned with control and planning, once discharged by the supervisor himself, have been taken over by specialists. At the same time specialists in new fields such as work study have multiplied. The result of this has been that supervisors have not needed to become acquainted with these specialist techniques and a barrier has grown up in some works between the supervisor and the specialist who works alongside the supervisors.

One secret of happy and effective working is that, under ideal conditions, a man should have only one "boss" and he should know quite definitely who this is. Much of the difficulty in which supervisors find themselves comes down to the fact that their relationship with the specialists is not right and the supervisors get the impression that they have a dozen bosses some of whom are at cross purposes.

This explains why the second largest body of information in most supervisory courses is taken up with these specialist techniques. The training course presents the opportunity for the foreman to brush up his knowledge of all such techniques: it shows him how the various specialists can serve him in his task of maintaining high efficiency in his shop, and it builds up the correct personal relationship between the supervisor and the specialist.

Loss of Status

The third great change has followed in part from the first two: the foreman has suffered a big loss in status which is reflected in the fact that he has, too often, lost his wage differential as well.

Full employment has resulted, in some works, in the foreman getting his information on company policy from the shop steward. One hears this too often for it to be funny. Then again, when specialists take many decisions out of the foreman's hands, it can appear that he has become a sort of postman or an office boy. In my view the status of the supervisor needs to be continuously emphasised. The correct and effective training of the supervisor is one way in which management can show the importance it attaches to supervision.

Let us turn now from supervision itself to supervisory training. It is not generally recognised that there are three separate and distinct meanings that can be given to the term "supervisory training." What most people mean by the term should really be called "the appointed or the potential supervisor".

The central figure in this drama is the middle-aged and older supervisor who has been by-passed by new developments and is in need of re-orientation. The remarks I have made on training so far in this article refer almost exclusively to this aspect of supervisory training. The second meaning of this term is the "training of the newly appointed or the potential supervisor".

The problem involved here is quite different from that in the retraining of existing supervisors.

The third meaning of the term signifies something much more ambitious and thorough in foremanship training. Boys are selected as potential supervisors early on in their careers possibly

Regain his Lost Authority?

as early as the age of 18 and they are provided with the correct training and works experience over many years to prepare them for their eventual jobs as supervisors to which they graduate in the late twenties. This will be the foremanship training of the future.

If we acknowledge these three divisions of supervisory training, it then appears that practically the whole of what is today being described as supervisory training is, in effect, the retraining of existing supervisors. I estimate that this retraining covers at least 95 per cent of present day supervisory training. This is indeed surprising for this retraining programme can at best be regarded as an emergency or stop-gap, corrective measure.

Let us for a moment consider the broad stream of industrial training. It covers craft training (training of skilled workers), operator training (training of semi-skilled workers), technical training (training of scientific technologists at University and Technical College), supervisory training and management training. If all these are provided for, I would call the system " comprehensive training ". If some essential aspects are missing I would refer to such a system as " partial training ". Under " comprehensive training " one form of training flows naturally to another and this encourages a gradual flow of personnel into the higher jobs.

The third type of foremanship training described above (which I refer to as the foremanship training of the future) can only come about in the comprehensive training system and for this reason alone its coming will be greatly delayed.

I shall now devote the remainder of the article to the existing foremen. Events have passed these men by and the problem facing a works is how to make these supervisors fully effective in the modern setting. And that is how the management should look at the problem — how to make them *fully* effective.

First Considerations

The most important fact to realise is that training is not the only way of bringing this about, nor is it the most important. If there are weaknesses in supervision in any particular factory, it does not follow that the first need is for a supervisory training course. The first need is to determine the reasons for the weakness and these *must* be put right before any supervisory training is undertaken.

Most frequently communications are at fault — the foreman will tell you that nobody ever tells him anything, he is left to find out for himself. But equally probable reasons for a foreman's poor performance are bottlenecks caused by poor mechanical handling, systems (such as production control) being out of date, overlapping of functions with another foreman, or such simple defects as drawings not coming through to time.

Like many other firms, T. Wall & Sons (Ice Cream) Ltd., believe that instruction in the firm's activities, policy and structure should form an important part of supervisor training.

All these are weaknesses of organisation and, where I have seen foremanship training prove ineffective, it has always been where weaknesses of organisation were most obvious. Foremanship training will not cure defects of organisation: it makes it possible for the good organisation to work smoothly by correctly placing the foreman in respect to the system. But no foreman can be correctly orientated in a weak system. And this is a hard lesson to learn, too. It is easy to blame your foreman for being out of touch with modern conditions and unable to organise their work. It is more difficult to admit weaknesses in your organisation.

While we are on this subject of weaknesses in a company structure, it is well to be clear about the place of management in foremanship training. If the standard of management is poor I doubt whether any useful purpose is served by undertaking foremanship training. The efforts of the company would be better used in first raising the standard of management.

Some interesting experiments have been conducted on this theme. In one case a group of foremen were split into two balanced groups, A and B. To group A no training was given but the management above that group was subjected to a course of training. To the supervisors in group B training was given, but the managers over group B were not influenced by any training. Which group of foremen showed an increase in efficiency? *Group A—those foremen who had received no training but whose managers had undertaken training.*

There are now many studies which strongly suggest that the pattern of foremanship is very much influenced by the pattern of the management under which it serves. This being so, policy on supervisory training should be geared to policy on management training.

All this suggests that to undertake

(continued on page 35)

This Training Course Takes Managers on to the Shop Floor

With the help of local industry, a Midlands College has developed a realistic training course for middle management—ideal for the executive who can only spare a few days from his work.

By C. SPECTOR,
Senior Lecturer, Leicester College of Art and Technology

THE very profusion of management training courses in Britain and the basic similarity of most make it no easy matter to sort out the sheep from the goats. The training-conscious personnel manager has to spend a lot of time if he is looking for a course that is different, but one such is that for middle management which the School of Commerce of the Leicester Colleges of Art and Technology has been running now for about a year.

Before this, the School had been running a five-day residential course but was not entirely satisfied with it. The teaching staff wanted something more realistic, so at the beginning of 1957 the course was replanned with a technical and practical bias to deal with four selected management topics only. The topics decided upon were Work Study, Industrial Relations, Human Relations and Management Accounting.

The course was divided into three sessions, each lasting one and a half days, and included at least one practical project. Questionnaires were sent out to the course members to discover their previous experience and qualifications, courses attended and what practical activity, if any, in one or more of the topics that were to be covered on the course. Reading lists were prepared and a short advanced list was sent to the course members about a month before they arrived on the course.

Two local factories were visited, and plans were made for three projects to be undertaken in one of them, and a lecture-demonstration to be held in the other. A mechanised accounting firm was contacted and they were invited to display some of their machinery during the course. They also agreed to send some films and other visual aid equipment to show some of the products that they made.

An exhibition of house journals was collected. This has been on display during some of the courses and has been used to illustrate the lecture on Communications.

Course members visit the Hose Department at the Leicester textile firm, N. Corah (St. Margaret) Ltd. On this occasion the project was to find a method which would permit the adoption of a new bonus scheme for the repair of drawn threads in fully-fashioned hose. This was but one of a variety of projects.

The Course in Action

It was felt that, with the multiplicity of executive development courses held throughout the country, something different was required, and therefore drawing upon the experiences of the Foremanship and Work Study Course held at the College, the main emphasis was to be placed on practical activity and the fullest use of the excellent liaison with local industry was to be made.

Over the years at Leicester, the College has consistently linked its activities with local firms and industrialists, and therefore it was quite easy for the course tutor to arrange for the practical projects to be undertaken in a large hosiery works. The subject of work study was to be introduced by one of the directors of this factory while the projects themselves were under the direction of staff lecturer in work study and the head of the work study department of the firm.

During the week reports were prepared, and on the last day of the course the students returned to the factory and presented their reports to the departmental managers. It was significant that the head of the work study department was extremely impressed by their findings and recommendations and commented on the high standard of the written reports. Two of the projects were shop floor investigations and the third was a study of certain clerical operations and office routine.

The second topic was treated in a rather different manner. Again, the subject, "Industrial Relations", was introduced by a guest lecturer, a leading trade union official, who spoke to the course members at one of the evening sessions. This was followed the following morning by a lecture given by the labour relations adviser of a manufacturers' association and, following his talk, the course split up into syndicates to discuss certain problems. Some of these discussions were recorded for use later during the course. At the same time certain questions were prepared from them and submitted to an Industrial Relations Forum held that evening. The Forum included representatives of the Ministry of Labour, trade unions and middle management.

The approach to "Human Relations"

was taken in its widest context and embraced training, personnel management and communications, as well as human problems at work.

A visit to a Training Department to see the methods of selection and training adopted by this company was arranged and was preceded by a case study in personnel management given at the factory by the personnel manager. Lectures and rôle playing exercises on human relations followed and recordings of these used to illustrate the lecture session on Communications.

At this stage the students' Work Study project reports were examined and criticised, and were finally drafted ready for presentation to management. This session was concluded in the evening by a visiting lecturer who had recently been to the United States and described the techniques involved in group dynamics.

The course finished with an intensive critical analysis of the content and methods adopted during the course, and the overwhelming response was of intense satisfaction.

Administration

The staff lecturer in industrial relations, Mr. Norman Cuthbert, was the course tutor and remained with the students for the whole week, dining with them at the hotel every evening and taking the chair at a number of lecture sessions. He was responsible for the supervision of the practical work, for organising the syndicate groups and taking care of the general administration of the course. Without such careful guidance and the active participation of the staff, the course would never have reached the high pitch of enthusiasm which it eventually achieved.

It was a residential course and all the students stayed at a nearby hotel and attended the College for most of the lectures; some of the lectures, however, were held at the hotel. There was some course activity arranged for the five evenings, one of them being devoted to the preparation of the reports that had to be compiled as a result of the syndicate groups of the work study projects. The various members of the staff joined in these evening activities at the hotel, either by taking the chair at some of the hotel meetings or by assisting the students in the compilation of the reports. This close contact between staff and student was maintained throughout the course.

A long fact and opinion survey on Industrial Relations was completed during the course, and a more comprehensive reading list and follow-up information was issued to the members at its conclusion.

Lessons to be Learned

Within the limits of technical education, it has been proved possible to hold short intensive courses for senior and middle executives. Careful planning and preparation is necessary and the fullest use must be made of any special facilities attached to the College. At Leicester, the advantage of practical work in industries and the large number of prominent industrialists prepared to help the College were incorporated.

The course was carried on at an extremely intensive speed and everyone worked at a high pitch. This factor was well appreciated by the course members who felt that no time was wasted while they were on the course. Even though little or no time was allowed for social activities, morale was extremely high. The attitude of the students at the beginning of the course compared with their feelings expressed at the end was remarkable, and everyone felt that, tired though they were, they would have welcomed an opportunity for another week's stay in Leicester.

Discussions went on throughout the week, groups were formed and re-formed, and all kinds of aids were used to stimulate discussions. Rôle playing, case studies, conference methods, syndicates and discussion groups all fitted in, and each member of the course was drawn into greater and greater activity and participation.

Why this course pays off

1. It is kept practical and trainees are kept busy all the time.
2. Local firms gladly co-operate and sometimes benefit themselves from studies made.
3. Students are sent reading lists a month in advance.
4. The teaching staff also takes part in all activities, including evening work.
5. Each member has to participate to the fullest extent.

From the general remarks made at the end of the course, all the nominees expressed their desire for further courses. The stimulus which they received, the lessons which they had learned and the experiences gained from one another would be of infinite help to their work when they returned to their respective factories and offices. In this way, the Technical College has assisted industry in a small, but nevertheless, important way.

Further Developments

The particular course described above has now been repeated three times, on the basis of one per term. It was felt that, although the demand for these courses was very much greater, it would not be fair to hold them more frequently, in view of the heavy demands on course planning and administration. Different factory projects involving new guest lecturers had to be arranged, and the need to offer an alternative subject, if demanded, had to be satisfied. In fact, the course held in February, 1958, offered Sales Forecasting as a subject for study, based on lectures and case studies which were presented by guest lecturers.

Two interesting developments may be noted here to show the relationship between the Technical College and the participating firms. One group of students engaged on a clerical work study project re-designed the invoicing system and have thereby saved the company some £15,000 per year.

Another firm is arranging for two of the staff lecturers and one of the guest lecturers to provide a series of human relations training conferences for senior sales executives at various venues in England.

Course members have also, from time to time, either written to, or visited, the College to discuss aspects of staff and executive training, and it is fairly obvious that this particular type of course is fulfilling an urgent need for executive development training, especially for the medium-sized firms who cannot afford training departments of their own, and for the directors of the small concern who can only spare a few days from their work.

It seems, then, that the Technical Colleges drawing their executive students from all industries and from all parts of the country, can supply the diverse interests represented with the practical course that can relate the theoretical aspects of management to their everyday tasks.

Management News and Ideas

Safety Manufacturers Get Together

MAKERS of personal safety equipment are taking steps to put Britain's drive for industrial safe-working into top gear. At a meeting held at the National Union of Manufacturers London headquarters recently, a group of safety manufacturers put forward views on the proposed formation of their own trade association. The association would be affiliated to the N.U.M., and although, like all trade associations, its prime object would be the protection of its members, it would also offer the safety officer who buys equipment and the worker who wears it, a guarantee of reputable workmanship.

The chairman of the meeting, Mr. R. Mullins, managing director of Parmelee (G.B.) Ltd., said that all the safety officers in this country were members of RoSPA. They met together to discuss safety problems over a wide field, and any manufacturers' association on a national scale (such as the Americans had) would be a necessary complement to their organisation. It would give makers of safety goods a chance to discuss common problems, to make a concerted contribution to safety propaganda and to discuss their own relations with RoSPA, and with the various Government departments (particularly on questions of purchase tax and the proposed European Free Trade Area).

It was difficult to get the trade's views voiced in regard to British Standards specifications; many of the specifications issued were liable to criticism which could be obviated if things were thrashed out beforehand by proper representatives of the trade.

The meeting was of a purely exploratory nature, and though no definite action was decided, the minutes have been sent to every interested company with invitations to a further meeting which would tackle the question in detail. Even at this stage, however, it seems likely that organisations like ISWEL (Industrial Society of Welfare Exhibitors Ltd.), and the Protective Headwear Manufacturers' Association, with valuable experience to offer would be brought under the wing of any new association.

At the time of writing, no date has been fixed for the next meeting, but it will probably take place before the RoSPA safety conference in May. One important topic which calls for considerable attention is raised by the proposed title. Does "personal safety equipment" apply solely to equipment which is worn, or can it take in such items as machine guards? If the association's scope is widened this far it might easily make it unwieldy.

The Fascination of Print.....

Krisson Printing Ltd. were "at home" to employees' families when they moved to new premises in Acton Lane, London. This group of fascinated youngsters is apt enough: when Mr. D. Comino took over the original business in 1928 he knew nothing of printing, but he deliberately recruited young men to build up his team of craftsmen. Today he employs fifty people; average age including management is 27 years. Below, part of the 10,000 sq. ft. production area at Acton Lane. Krisson bought an existing building, stripped it down and designed a bright new layout to fit.

Training Allowances

THE Minister of Labour has decided to modify the conditions of the Training Allowances Scheme. It is now possible for a young person who has found a job away from home, through the Youth Employment Service, to receive financial aid for training even though he has secured the post in competition with local boys and girls. Until now a grant has been given only when no local labour could be recruited to fill the vacancy. As a safeguard, however, it will no longer be possible for young people to get themselves accepted by an employer, and then seek a grant.

Publicity Healer

THE value of publicity in helping to solve problems of industrial relations was discussed recently by members of the Incorporated Advertising Managers' Association in London. The main speaker, Mr. W. P. N. Edwards, C.B.E., director of home services of the Federation of British Industries, dealt with the two chief aspects of publicity—the indirect effect of external publicity upon a firm's employees, and the direct effect of an internal communications programme.

Where the indirect effect was concerned he wanted to see more industrialists appearing on radio and television. Employees were genuinely interested in the affairs of the company, and because it was in the firm's interest to make them and their families proud of belonging to it, more publicity should be sought in the local Press for prestige advertisements, annual reports, and new items.

Dealing with the direct approach, Mr. Edwards accused top-level management of not giving enough thought to its communications policy. There must be greater co-ordination between the boardroom, the P.R.O., advertising manager and personnel officer.

A Fair Offer

INVEST £200 to save £1,000—says the National Industrial Fuel Efficiency Service in a pamphlet introducing its new comprehensive annual service to industry. The service aims at improving the efficiency of all types of boilers throughout the country, and maintaining their efficiency at the highest possible level year in, year out. The charge for a year's comprehensive service on a plant using 1,500 to 2,000 tons of fuel a year is quoted at £200. For lower fuel consumption, and less service needed, the fee is reduced. NIFES claim that any firm, unless it is already super-efficient, cannot fail to recover its fee twice over within twelve months.

The Almost Painless Birth of a New Wages Structure

An engineering firm, which has asked not to be named, sets a model example of common sense and good communicating, and so forestalls possible labour trouble over a new scheme.

By ROBERT McKINNON

ONE of the trickiest jobs in personnel management is the introduction of a new wages structure and, in making the attempt, more than one firm has found how true is the old adage about the road to hell being paved with good intentions. Even so, this is a problem which has to be tackled by most firms at some stage in their development, and the following case history—though there is little new about the actual system introduced—serves as a model of how to set about it.

The firm concerned is a 600-strong company on an industrial estate of a new town. It makes a variety of thermostats, electronic instruments, control panels and " bits and pieces for guided missiles ". During the past six years it has been expanding rapidly, and by the beginning of 1957 it had become apparent that the wages structure was in urgent need of revision. A method of paying wages which had been quite suitable for a small company with a handful of hourly-paid workers had become unwieldy and out of date.

This old method consisted of time-work for men and a form of piece-work for women employees. Men were paid a basic rate higher than that nationally agreed and to this, in some departments, was added a " lieu " bonus. However, not only did this bonus not apply universally throughout the factory but it varied from person to person and was awarded solely at the discretion of the Factory Superintendent. True, it had been designed to bring a man's total wage up to the level obtaining in the district but in this it proved by no means satisfactory, and, as a result, a tradition of permanent overtime had become established. And in departments not covered by the bonus, the total rate bore no relationship to the consolidated time rate for the particular grade of skill.

The company had to find a wages structure that would be suitable in a factory devoted almost entirely to small batch production of precision instruments—work which demanded great accuracy and much attention to detail. They wished, too, like any conscientious management, to introduce a scheme that would not only be fair to all concerned but also seem fair. Third, they were looking for something which would reward individual worth and embody some form of incentive whose main requirements were as follows:

1. To enable operators to earn more money for more effort.
2. To enable operators to earn a reasonable wage in 44 hours per week.
3. To put emphasis on quality as well as quantity.
4. To apply to all workers, skilled and unskilled, direct and indirect.
5. To increase the general tempo and raise productivity.

The need was urgent and it was clear that the only thing which would fill the bill was some kind of merit-rating scheme based on personal assessment of the individual.* It was finally decided, then, to put in a temporary scheme, but this has worked so well that it has been adopted permanently. The company is the first to insist that there is nothing revolutionary about this scheme. All they claim to have done in fact is to tailor a scheme based on the principles mentioned above from the best features of schemes already operated by other companies.

The new structure applies to all hourly-paid male workers and, as a first step, all rates were re-arranged to bring each man on to his correct consolidated time rate for his craft group. To this was added a differential which brought the consolidated time rate in each group up to the basic hitherto paid. The total rate was then made up by the lieu bonus. This was a purely paper transaction and at this stage no change in payment was made. But it did throw existing anomalies into sharp relief thus making a bridgehead for the launching of the new scheme.

In essence, this simply involved the abolition of the differential and the bonus, which were replaced by a Personal Assessment Bonus based on individual merit. Thus, each man's rate now consists only of two parts: the nationally agreed consolidated time rate and the Personal Assessment Bonus. A proviso was included, however, in the agreement negotiated with the unions to the effect that the total rate should not fall below the consolidated time rate plus the old differential.

How They Were Assessed

Much thought was given to the way in which Personal Assessment should be carried out and the methods of other companies were studied carefully. The form finally adopted assesses the man under five headings, the points awarded under each being weighted in relation to their importance. These are as follows:—

	Points
1. General Knowledge and Ability	30
2. Reliability, Conscientiousness, etc.	25
3. Working Speed	20
4. Co-operation, Discipline, Behaviour	15
5. Timekeeping and Absenteeism	10
Total	100

The value per point varies from 1d.

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* The dangers of this type of scheme were appreciated. In fact, the chief production engineer was emphatically opposed to it, but he has since become one of the scheme's staunchest supporters.

an hour for the unskilled man to .28d. an hour for the very skilled man and, in fact, the value per point varies in each craft group in such a way that the maximum bonus is fixed as follows:

Unskilled	10d.
Semi-skilled	1/6d.
Skilled	2/-
Toolmakers, maintenance fitters, etc.	2/4d.

A toolmaker thus has a percentage assessment on 2/4d. an hour bonus, a skilled man on 2/- an hour, and so forth.

For the time being assessments are carried out every three months by three assessors who are (1) the departmental superintendent concerned (2) the foreman and (3) the appropriate production engineer. The three independent assessments so obtained are then considered by an Assessment Committee consisting of the works manager (in the chair), the personnel officer, the chief production engineer and the three assessors. This Committee reaches an agreed final assessment which is valid for the next three months.

Right of Appeal

The next step is to give each man his assessment and, if necessary, the foreman is there to explain or discuss it. Any man, however, has the right of appeal against his assessment. This is considered by an Appeals Committee consisting of the works manager (again in the chair) the personnel officer, the chief production engineer, the appropriate shop steward and the convenor of shop stewards. The decision of the Appeals Committee is final.

The inclusion of the shop stewards in the assessment machinery has been one of the main reasons for the success of the scheme, for it has helped convince everyone concerned of the honesty of the motives which inspired the management to introduce the new system.

At this point it is as well to stress that relations between management and workpeople were (as now) very good at the time the new wages structure was introduced. There were, of course, teething troubles. Something in the nature of an outcry was experienced at first because a large number of the men affected felt they had been assessed too low. (One or two wives were also quite indignant at what they considered the management's opinion of their men.) Thus, when the scheme was inaugurated, there were a large number of appeals against the first assessments. Of these, about half were upheld and half rejected though there were actually one or two cases of an assessment being reduced.

A comment made by one worker at this stage reflected quite a widely-held feeling. "I know I'm getting another 2d. an hour," he said, "but the saucy so-and-sos have only rated me at 55". Gradually, however, the influence of the extra money began to make itself felt and the opposition to the scheme has now turned to enthusiasm.

Two further points about the operation of the scheme should be explained before its results are discussed. First, a local rule was devised to prevent any unfairness to the employee during the initial assessment period. This stipulated that any man whose money was due to go up as a result of the new scheme would be paid the extra at once. On the other hand, any man whose assessment produced a lower rate than he was enjoying at the time was not penalised for the first three months. He was, however, given his assessment on a different colour form and it was pointed out that he had three months in which to improve. If, at the end of this period, his reviewed assessment still meant less money, this rate would then apply.

The second point arose from a snag which was due to an initial misunderstanding. It was decided to offer new men an assessment for the first three months of 65 per cent. This had to be an arbitrary figure, but it was higher than the factory average solely to attract the best type of labour into the company. And although this was explained to, and agreed by, union representatives, it was misunderstood on the shop floor when the first assessments were published. There were, as might be expected, a number of cases of hurt pride. But it is not without interest to place on record that one newcomer wanted to appeal against his 65 per cent because he felt this assessment was too high.

Results

The scheme has now been in operation about six months and it is possible to appraise some of its effects.

First, overtime has been abolished, productivity has gone up and the management can report a general improvement in morale and team spirit. In this connection it is significant that a considerable number of the men covered by the scheme have taken steps to increase their knowledge and skills. Many more have taken up evening classes and some have asked for transfers to other departments of the works to acquire more experience. For as the works manager has pointed out, one of the advantages of this type of scheme is that it enables a company to reward a man for what he knows rather than merely for what he does.

One of the most remarkable improvements has been in timekeeping. In the new system a man loses one point for every lateness in the three months under review, and some felt that this was too harsh. Management took the view, however, that each man on engagement signs a form undertaking to arrive at a certain time in the morning, and that under this agreement the Committee does not have to pay him anything extra for doing so. The Personal Assessment Scheme, however, does provide him with a bonus of ten points for honouring it and, therefore, it is fair to deduct points if he fails to keep his side of the bargain. In actual fact, between the first and second assessments, the number of men who qualified for the full ten points rose appreciably.

For its part, the management has benefited by having a more flexible labour force and through having been brought into much closer touch with supervisors, shop stewards and the men themselves. As already mentioned, a most interesting aspect of the scheme is the work of the Appeals Committee, and here the attitude of some of the shop stewards has been most impressive. In no case has the Committee ever reached a deadlock, and the company regards the amount of real co-operation obtained here as one of the most important features of the whole scheme.

The company itself would not like to be committed on the future benefits to which their wages system may lead, but certain steps are indicated. First is that the scheme should be extended to female labour, then, in modified form, to office workers. Third, the management are also thinking of a time when it will be possible to abolish hourly payments altogether and put everyone on a weekly salary.

To sum up, the company's experience with this new scheme confirms the value of certain golden rules in managing people—rules that, alas, all too often never emerge from the lip-service stage. They are nevertheless worth repeating. The first is consult workpeople on matters that affect them. Second, keep them informed of decisions and explain these if necessary. And, last, create the conditions in which they can get on through their own efforts.

P.M. Names & Notes

News Snaps . . . . . .

HIGHLAND HOLIDAYS for workers are planned by the Highland Tourist Advisory Committee. They report great difficulty in letting hunting lodges for shooting and fishing parties, and suggest that large firms whose welfare schemes include holiday arrangements should rent them during the summer for workers and their families.

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TOP AWARD in the fifteen-year-old suggestions scheme run by Redfern's Rubber Works, Hyde, has been jolted from £20 to £100 by Mrs. Audrey Ratcliffe, a senior calculating machine operator. Her suggestion cuts out a complete operation in preparing wages, saves 50 work hours a week — equal to roughly £500 a year.

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LEARN A BUILDING CRAFT is the title of a new booklet on craft apprenticeship and training published by the National Joint Council for the Building Industry. Available free (enclose 4d. postage) from the Council's offices at 11 Weymouth Street, London, W.1.

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CASE FOR PATCH TESTING in the battle against occupational dermatitis is put by the latest quarterly bulletin of the Kerodex Technical Service (Scientific Pharmacals Ltd., 1 Eden Street, Hampstead Road, London, N.W.1). Explaining the value of this method of dermatitis investigation for works doctors, the booklet weighs the pros and cons, and cites several case-histories where it has proved its worth.

* * *

WOMEN AT WORK (1) — Young working wives earned the sympathy of the management at J. Bibby & Sons Ltd.'s Liverpool factory when 350 girl workers were given an exclusive demonstration on speedy cookery for the evening housewife. The display, which was the idea of Mrs. C. M. Tyas, head of the firm's *Trex* research kitchen, showed, amongst other things, how an iced chocolate sponge could be made in 20 minutes. Now the girls are asking for more evening displays for their husbands and fiancés.

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WOMEN AT WORK (2) — At a one-day school in Aberdeen, women supervisors, personnel officers and others in charge of women in industry were shown how to deal with grievances by Mrs. M. Ritchie, Ministry of Labour personnel management adviser for Scotland, and co-author of the IPM broadsheet, *Personnel Management in the Small Firm* (reviewed, P.M.&M., March, 1958). Responsibility for young people in industry was covered by Mr. Frank Harris Jones, principal youth employment officer for Aberdeen. The first school of its type in the area, it was arranged by Aberdeen Productivity Committee to bring together women doing similar work, and with similar problems.

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WOMEN AT WORK (3) — Birds Eye Foods Ltd. have made news by appointing a woman as general factory manager of their quick-freezing factory at Kirkby, Lancashire. Miss Louisa G. Gibb began her association with the food industry in 1932, six years after taking a B.Sc. at Liverpool University, joining Smethursts at Grimsby as personal assistant to the production manager, later becoming works manager. During the war she organised the factory's civil defence, became "chief roof watcher", and lived on the premises to be in constant touch with factory personnel. As works manager she devoted much of her time to staff welfare and communications, and in 1941 she instituted the firm's first works council. When Smethursts was amalgamated with Birds Eye last year, Miss Gibb was appointed production manager. As general factory manager at Kirkby she succeeds Mr. W. R. Horberry, who has taken up another company appointment in London.

* * *

P.M. IN POLITICS — Unsworth Conservative Party have nominated Mr. J. C. Campbell, personnel manager at Stotts of Oldham, to be their candidate in the Bury, Lancs, municipal elections on May 8. Thirty-six-year-old Mr. Campbell has had eight years' experience of personnel work.

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LOADED WORDS—In Salem, Oregon (U.S.A.), the Unemployment Compensation Commission decided that a Portland woman was entitled to unemployment compensation because she quit after her boss called her "an old bag". (*Time*)

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A 35,000-DOLLAR HOUSE is first prize in an employee competition organised by the American General Motors Corp. Some 5,000 prizes (total value about £170,000) are offered for the best letters on what the company's first fifty years has meant to workers, their families and communities.

* * *

NEW FILM CATALOGUE for your shelf is produced by the British Productivity Council, 21 Tothill Street, London, S.W.1.

Appointments

The Chancellor of the Exchequer has appointed **Mr. H. Haygarth Jackson,** M.C., to be chairman of the North Western Regional Board for Industry. He succeeds **Mr. W. D'Arcy Madden,** C.B.E., J.P., who has resigned after serving almost nine years in the post. Mr. Haygarth Jackson, who is chairman elect of the United Tanners Federation, has been a member of the Board since September, 1954, and vice-chairman since May, 1957.

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Crompton Parkinson Ltd. have appointed **Mr. David Bunter** as personnel officer at the Chelmsford works. During the war Mr. Bunter served three years as personnel officer of the Royal Navy's Reserve Fleet. In 1949 he retired from the service to enter industry, and in 1951 he went to Malaya as group personnel officer of the Central Electricity Board. Returning to Britain six years later, he joined the training division of Stewarts and Lloyds Ltd.

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Mr. C. W. Kirkham has been appointed personnel manager at the Harlesden factory of H. J. Heinz Company Ltd., London. Mr. Kirkham was previously group manager of the firm's canned goods department. He joined the firm in April, 1946, as a storeman in engineering stores.

Election

Mr. F. H. Lawder, M.C., chief labour superintendent of The United Steel Companies Ltd. since 1951, has been elected president of the Iron and Steel Trades Employers' Association. He succeeds **Mr. W. F. Gilbertson,** Richard Thomas and Baldwins Ltd.

. . . and a correction

In our February Appointments column we referred to **Mr. J. A. C. Williams,** principal of the College of Aeronautical and Automobile Engineering, London, as "formerly head of the National Coal Board's industrial training branch". This was an error: Mr. Williams was head of the branch's engineering section.

What Can We Do With Problem People?

Does management have to be two-faced in order to help the person with a chip on his shoulder? The examples described here suggest that this may well be the case. But perhaps your experience is different. If so, write and tell us about it. As usual, we pay a guinea for each letter published, and the strictest confidence is maintained on request.

FROM time to time you have written to me describing people in your organisation who are "awkward" and who do not "fit in". These people are constantly causing difficulties for you but the question is what to do with them.

A tool room superintendent who has recently joined a large firm as assistant tool room manager, describing his first impressions of the new shop, says:

"I noticed one tool maker particularly. He was consistently rude to the tool room manager and showed little respect for him. On occasions I've heard the manager pleading with him to do a job. This is not right and I thought we should sack him. When I suggested this however, the manager said he was the only man who could manage one particularly skilled piece of work which came into the tool room from time to time and we could not afford to lose him. I still think we should sack him, because it is bad for the other men to see him getting away with things."

I heard of another case rather like this one. A drilling machine operator persistently refused to put the guard on his machine when told to by his supervisor. He said it reduced his speed and he lost bonus. He put it on when directly told to, but took it off again as soon as possible.

The supervisor was in a dilemma because the man was one of the best operators in the shop. On the other hand, he was quarrelsome and had lost his temper more than once with one or other of his workmates.

Would *you* sack these two men—what effect are they having on their departments? How much weight would you put on their efficiency? Can their good qualities be used and their trouble-making potentialities reduced?

Judging from my post bag, if dismissal *is* the only solution, there are a lot of "problem people" who would soon be out of a job. A young works manager who has recently taken over the management of a small works, which is part of a larger unit, writes that he has inherited at least two members of the staff from the previous régime who are proving to be constant thorns in the flesh.

One is an old sweeper. The shop is often untidy and unswept and on more than one occasion the works director, paying a visit to the factory, has remarked on this fact. The works manager says "I told him that the old sweeper would not do his job properly and if he wanted a clean shop the sweeper would have to go. The works director will not hear of pensioning him off before his time, but still wants a clean shop".

His other problem employee is the stores manager. His store is untidy and inefficiently organised so that far too much time is spent by the assistants in finding parts for the men who come with requisitions to the store window. When, however, the works manager suggests some minor alteration of stacking or a change of system, "the stores manager gets very hostile and says he has always done it the other way".

I was talking to another recently appointed works manager the other day and he stressed to me how particularly frustrating it was to inherit these problem people from the past. One of his foremen was unco-operative and grumbled a lot. He felt he ought to be replaced as he was having such a bad effect on the morale of his whole shop. He hesitated to take such a drastic step, however, with an employee of such long-standing service, when he himself was a comparative newcomer. Have you any advice to offer these two new young works managers on these problems?

Two Approaches

Speaking generally, there are two directions from which such problem people can be approached. Their behaviour could stem from inner feelings of frustration which may be caused by home troubles or by deep-seated troubles from the past. Because of their feelings of insecurity, these people usually feel the world is against them and so *need* a manager who will give the time and trouble to showing them that he is trying to understand them. They need someone who not only says "My door is always open; anyone is free to come and talk to me", but who actively goes out from his office and shows the door is truly open by making the first advances himself.

Such a manager can do quite a lot towards helping these "difficult" people to adjust to their work situation — sometimes just by listening to them. It may take a long time to win their trust and liking but until this is achieved they will remain "problems".

On the other hand, it is sometimes possible to change a person's attitudes by changing his work situation. The superintendent of a drawing office tells, for example, how one of his draughtsmen was moody and irritable. Then under a general job evaluation scheme in the factory this draughtsman got a small increase in pay. He changed almost overnight to a normal and cheerful member of the department. The trouble had apparently been that the draughtsman knew men in the engineering department who were earning more than he was and he had felt this to be extremely unfair. Another supervisor had a member of his staff who was always asking for extra time off. One day the supervisor remarked on this and the man said: “ You see, it's for the masons. I am one of the officials at the Lodge. I have been a failure in my business life; I must not fail in this too ”. The supervisor says that he realised that this man needed this outlet and always lets him have time off now if he can. The man works well as a consequence.

The picture I have painted of these managers raises a further question however. They are flexible and ready to change their approach to suit the needs of the different individuals under their control.

Does this mean they appear to present several different faces at the same time? If so, is this consistent with good management?

There is one school of thought which affirms that the manager should appear unchanged and unchanging, a rock on which his men can depend. The picture of the ideal British Raj of Kipling's India was very much in this tradition. The colonel in Alec Guinness's new film “ The Bridge on the River Kwai ” is stamped out of the same die. What do you think?

Discussion Leader

Firms Are Liable in Law for an Employee's Incompetence

On the question of compensation for injury, the law has its customary niceties, one being the distinction between negligence and incompetence.

LAST month I dealt with a recent general alteration in the common law liabilities of employers (as opposed to liabilities under the Factories Acts). In the next three articles I will discuss the particular headings of common law liability of the employer to his employees.

An employer should not think that his liabilities begin and end with the Factories Acts, although these statutes do cover a wide variety of duties. For example, an employer will be liable to take reasonable safety precautions even though the Factories Acts do not apply in his premises because his men are not employed in a “ factory ” within the meaning of the Acts. Even in cases where the Factories Acts do contain some provision, but which does not go as far as the common law liability, the employer will not be able to say—“ I have complied with the Factories Acts—that is enough ”.

The common law, which stems from decided cases, is said to impose three basic duties on the employer. These are that reasonable care must be taken to provide:

1. Competent staff.
2. Safe factories and plant.
3. A safe system of work.

Here, I will deal with the first of these duties.

Because of the way in which the common law has developed, the extent of the employer's duty to provide competent staff has seldom been discussed in court. The reason is that under the old law the employer of two men, one of whom negligently injured the other, could not be made liable to the injured one for the act of the other, except where the employer had failed to take reasonable care to see that he was competent. This was so even though the more general principle of law had always been that an employer was liable for the acts of his employees. This defence (or exception) was called the doctrine of “ Common Employment.” It was severely criticised by legal writers one of whom said: “ Lord Abinger planted it, Baron Alderson watered it and the Devil gave it increase ”.

Points of Law—8
PERSONNEL MANAGERS' CASEBOOK

What it meant in practice was that in order for an injured man to succeed in his claim he had to show not merely that the other employee had been negligent but that he was also incompetent and unfit to do the work given to him, *and* that the employer had been negligent in employing him at all. This burden of proof was so heavy that very few people seem to have attempted to make an employer liable in this way, particularly as the action would have barred any right to Workmen's Compensation, at least since this alternative relief has been available.

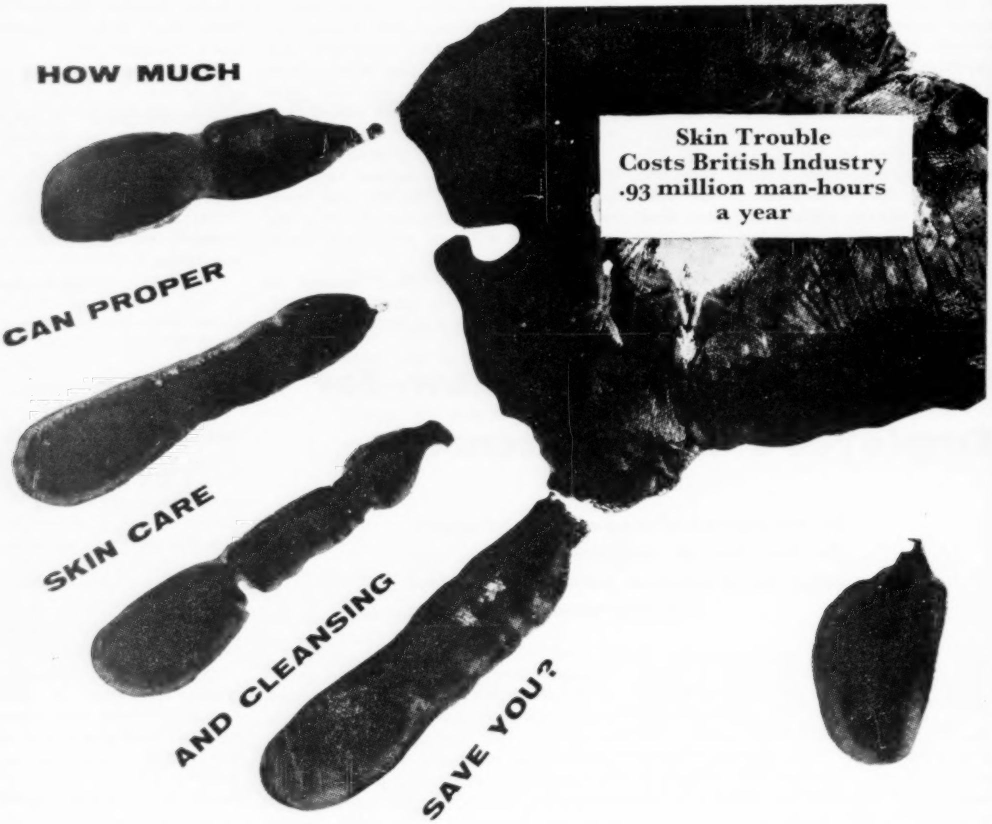
The employer of today is in a much weaker position. In 1946 Parliament brought in the new social insurance scheme, incorporating a new system of workmen's compensation, the great difference being that it is payable by the State and not by the employer. The injured employee can now claim under the State insurance and also sue the employer, without being forced to choose which is likely to produce more money for him. In 1948 Parliament abolished the anomalous doctrine of Common Employment which had dispensed injustice for more than a hundred years, with the result that an employer is now liable for the negligent acts of his employee, where the act injures a fellow workman, in just the same way as if it was any other third party who was injured.

What does all this mean?

To the lawyer it means that the conception of a duty to provide competent staff is now far less important than it was.

Once the workman is shown to have been negligent the firm must pay. There will be no need to consider interesting questions of whether he was incompetent and whether the firm was negligent in employing him. To the employer it means something more.

(*continued on page* 35)



Proper skin care and effective specialised skin cleaners can almost certainly save far more time and money than you realise. Many widely used contaminants, such as epoxy resins, are not only potential irritants, but also waste productive time by building up on the hands and interfering with dexterity in precision work. It may pay you well to introduce scientific hand protection and effective hand cleansing into your plant with Kerodex barrier creams and Kerocleanse skin cleansers.

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No Excuse Today for Unprotected Hands and Feet

BY A SAFETY OFFICER

There are footwear and gloves nowadays to cover almost every dangerous job. In some cases, however, design is still faulty.

It is an odd thing that safety shoes for industrial workers were not introduced until a little over 20 years ago. Odd for two reasons: one, that such an obvious device which could play an important part in reducing the effect of the large number of foot accidents should have been overlooked for so long; and, two, that some forty or more years ago manufacturers were half-way to making safety shoes anyway and either failed to realise their potentialities or didn't care.

This half-way mark was reached with the production of the block-toed shoes of the 1910's. As I remember them, the toes of these shoes swelled gently upwards from the instep, rather as an elephant's head rises from the straightness of its back. They were of an extraordinary hardness and withstood many hours of football, either with a small ball in the school playground or with a suitably rounded stone in the street. Eventually they collapsed and their useful life ended, for the toes reverted to something akin to the compressed cardboard from which, many parents averred, they had been made.

I suspect that the workmen of those days were similar to many of their fellows of today and that their shiny blocked-toe shoes were reserved for Sundays and the worn shoes with toe-caps as soft as rag were "finished out" at work. As for the manufacturers, one can perhaps forgive them a certain lack of perspicacity.

It was Boswell who wrote that Samuel Johnson, certainly in another connection, showed an equal lack of foresight when told that a certain person could take down the speeches in Parliament with perfect exactness. "Sir," said Johnson, "it is impossible." Probably, shoe manufacturers at the turn of the century considered it impossible to place an insert inside the toe of a shoe so that the wearer could allow a double-decker bus to drive over that part of his foot without harm.

Experiments in the U.S.A. led to the development in the 'thirties of boots fitted with safety toe caps. There is now a British Standard which deals with the more obvious requirements expected in safety footwear and insistence that footwear purchased complies with this standard is plainly indicated.

Certain other factors also require careful thought. As an example, a leading manufacturer recently introduced a new type of executive safety shoe. It was excellent in many ways—indistinguishable from an ordinary shoe, smartly styled with chrome leather soles and uppers of good quality and appearance. However, the sole was stitched and the makers had not used *Terylene* or similar corrosive-resistant thread for this purpose, thus imposing an unnecessary limitation on usefulness and (presumably) sales.

Waterproofing and preventing the penetration of water through the welt are problems to which a new answer has recently emerged. Italian manufacturers devised a system of moulding uppers on to a sole, the seamless weld making an absolutely watertight bond. At least one British manufacturer now operates this process, coupling it with a composition sole of tremendous strength and abrasion resistance.

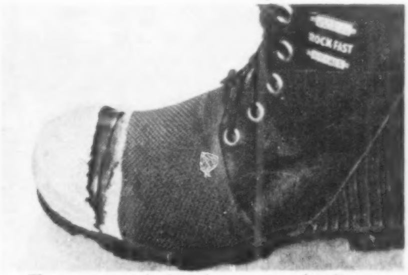
Clogs or rubber chemical boots were previously the only answers to this difficulty of footwear for men working in wet locations. If corrosives are also present they are still to be preferred, although the type of boot previously mentioned will give good service.

The extra cost of protective toe caps is fully justified and, in fact, it is a constant source of amazement to me that employers still purchase footwear without this built-in safety device. There is some initial resistance, by the way, when a change-over is made from unprotected to protected toes—I have heard it said that the steel inserts cause some discomfort in wear, particularly to riggers and other workers who must climb. Apart from the doubtful validity of this claim, it can be overcome by issuing shoes a half-size larger than those normally worn.

It may be of interest to mention that rubber chemical boots, worn continuously, have an average life of 7½ months amongst workers in our own plant. The soles are worn through at the end of that time and, because no satisfactory repair method is known, otherwise perfectly sound boots must be replaced.

Some workers cannot wear rubber boots at all because of foot troubles and clogs supplied to them have an

No one could accuse British workers of being too fashion conscious, but, as this model shows, a shoe can be smart as well as safe.



The wearer of this shoe was unloading a lorry when an 84-lb. crate of glass bottles fell edge on to his toe. The impact split only the rubber surface, leaving the steel toe-cap undamaged.

These rubber knee-pads are light and flexible and cause no discomfort in walking. There is a scuffle-guard at the top and no moisture is absorbed because the expanded cells are sealed against each other.

average life of five months. The soles of the clogs are reinforced before issue by adding an additional sole cut from disused transmission belting, but even so it is economically unsound to issue clogs if chemical boots can be worn.

It should be added that quite a few workers express a preference for clogs and the number of such workers has increased in recent months.

As in all matters related to industrial accident prevention work, example is important in connection with safety footwear. When the opportunity to set a good example is coupled with genuine financial advantage to the individual, it is difficult to understand why the opportunity is neglected by senior members of management. Safety footwear is exempt from purchase tax and it is also reasonable to assume that manufacturers are selling at the lowest economic price in this highly competitive field. Styles are smart and attractive and in recent years even the industrial footwear available for the delectation of female members of the staff has ceased to resemble relics from grandmother's boot cupboard.

How to defeat the aversion of the unconverted from wearing these sensible boots and shoes at work instead of last year's dancing pumps is perhaps one of the safety officer's minor Everests. The figures relating to possible sources of foot injuries shown in the annual reports of H.M. Chief Inspector of Factories provide excellent material for the propaganda machine, but it is better to telephone your local District Inspector and find out how many of these occurred in your immediate area. The impact of figures is surely greater if you can say "500 workers in the Middlesbrough district suffered a foot injury last year" than if national figures are quoted. For, as one sage has said, human interest is always in inverse proportion to the square of the distance between people and the event.

Many firms make industrial footwear available to employees on a weekly repayment basis. It is a surprising thought that some sales resistance has been encountered (where this is done) from workers who think their employers are making a profit on sales, so it is as well to dispel this idea. Some choice of maker and styles should be offered and emphasis placed on the need for each worker to have two pairs of shoes, otherwise incomplete protection is provided.

Gloves Galore

"Chiefly, the mould of a man's fortune is in his hands," wrote Francis Bacon. Eight specific Statutory Regulations state that gloves must be provided to protect these moulders of fortune and the development of new fibres and plastics has produced a sometimes bewildering assortment from which to choose. First, a few general remarks on hand protection.

It seems to be a quite simple conclusion that if ordinary materials-handling gloves are to be provided, then the materials to be handled must be heavy, have sharp or rough edges, or there is some other factor present which indicates a need for hand protection.

Modern type of protective glove with chrome leather palm and thumb and knitted two-inch wrist and twill back. They are intended for protection during light manual and assembly work.

Why, therefore, do some manufacturers produce gloves sewn with thread which is unable to stand up to heavy work?

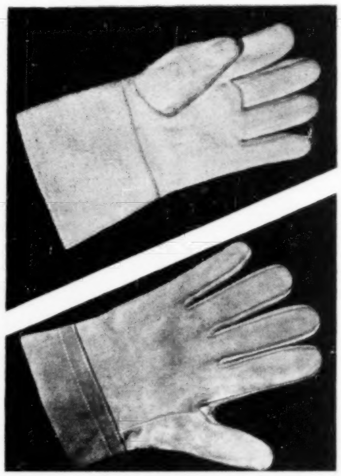
Many gloves come apart at the seams before their useful life is really ended. When wrist protection is also needed, why do many manufacturers sew the gauntlet to the *inside* of the glove? Any stress on the glove must be downwards, that is, from gauntlet to finger-tips. Workmen *lower* goods to the ground or on to pallets, they *throw* them into bins — the movement is always a sliding one over the inside surface of glove in a downward direction. Where the gauntlet is sewn to inside of glove there is a projecting ridge over the seam which eventually pulls away so that glove must be discarded or possibly re-sewn. This could be avoided by sewing gauntlet on the outside of the glove.

Try a check on the life of gloves on different jobs. If you are satisfied with the quality of a type of glove but find that it lasts only a short time on a specific job, then look around and find a more suitable type. For example, P.V.C. coated gloves for chemical workers had quite a short life on part of a process where they were subjected to abrasion. Rib-grip gloves were substituted and the longer life more than compensated for the higher initial cost.

Maintenance workers in chemical works need gloves which will protect their hands against corrosives but through which they can "feel" tools, nuts and bolts and so on. Thinly-coated P.V.C. gloves are the answer here. Laboratory workers need specially thin gloves where glass vessels are to be handled, and rubber is favoured for this purpose, although proper training will eliminate the need for hand protection in a great many cases. Moleskin gloves have a use where hot bearings and the like are to be handled but asbestos must be used in really high temperatures. Armoured gloves for really heavy work such as handling scrap, sheet metal or swarf will also repay the added first cost by longer life.

What part should barrier creams play in hand protection? There is some controversy in this matter, but one thing is certain. Properly selected barrier creams made freely available will reduce the incidence of dermatitis in a works *provided that their availability is coupled with the provision of good washing facilities and that hygienic drying methods are used, whether in the form of clean towels or hot-air dryers.*

HAND IN GLOVE WITH
Safety



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Top left: "**EVERTRUSTY**" 326A. Asbestos finger glove lined inside.

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The Supervisor's Lost Authority

(continued from page 21)

supervisory training is not the simple issue that it at first appears to be. But consider some of the other issues. Is foremanship one rung on the ladder leading to management or is it an end in itself? There is a great deal of difference between foremen attitude and management attitude. The former is immediate and concerned with today, the latter is more remote — projected into the future.

Is the firm big enough to sustain a course on supervision of its own, possibly given to a group of 16 or so foremen in work time? If so this is probably your best solution. Then the lectures can be given once a week for a period of one to two hours and the students will not suffer from mental indigestion, as they would receiving several lectures a day for several weeks. What is more the course can be tailor made to fit your firm and your own management can be drawn into lecturing.

This last point is most important because, for foremanship training to be effective, the management must be seen to be committed to it.

I have described this type of internal training for supervisors very fully in my book *Education and Training for Industry** and the technique is too involved to summarise here.

But your firm may be too small to support this tailor-made type of course — what then? You are then obliged to weigh up the pros and cons of the courses offered by various colleges and educational centres. Where a centre provides specifically for a particular industry I would be strongly attracted to that centre if my firm were in that industry.

The courses run by the Cotton Board for the cotton textile industry are a good example. Very few units in the textile trade are big enough to support their own courses. In these special circumstances, the courses run by the Cotton Board are probably better than those which could be run privately since with such a good through-flow of students all from one industry the course can be much more highly organised (and thus more expensively organised) than for a once-through course.

We now see how supervisory training differs from other forms of training. Apprentice training is specific to a given trade and does not depend so much upon the particular firm. Supervisory training does not, in this sense, mean anything in the abstract. It only has meaning in relation to the firm where the supervisor is employed. Thus supervisory training means something different for each company; the needs of every firm, in this respect, are unique. What is more, supervisory training is tied up with many other features of the firm, such as the pattern of its organisation, the standard of management, the status of foremen in that firm and many other related matters. There is no set pattern for good foremanship training; each case must be considered on its own merit.

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* *Published Columbine Press.*

Liability for Employee Incompetence

(continued from page 29)

Since these new provisions it is now even more important to make employees safety " conscious," perhaps by instruction or by safety incentives, in order to prevent acts of negligence.

The firm's duty to take reasonable care to provide competent staff will now become relevant only in an extreme and unusual case where, perhaps, injury results from a man's incompetence and not from his negligence. This is rather too much of a legal nicety to go into here, however.

One of the few examples of the employer's duty to provide competent staff is given by the old case of Wilson v. Merry and Cunningham, an appeal to the House of Lords from a Scottish decision, which was reported in 1868.

Merry and Cunningham were colliery owners and in order to work a fresh seam of coal, certain of their employees erected a scaffold on the side of the pit on which they then built a platform. Wilson was employed to start working the seam and while he was searching the platform with a light for a wedge which was missing, the light came into contact with some fire damp which had collected beneath the platform and caused an explosion which killed him.

His mother brought this action against the employer alleging that the men who had erected the platform had been negligent in that they had not provided adequate ventilation, and claimed damages from the employer. The case turned upon the argument that the doctrine of common employment did not apply for certain special reasons and there was no suggestion that the firm had been negligent in employing incompetent men to erect the platform.

The House of Lords held in the end that the doctrine of common employment did apply, but in the course of reading his opinion the Lord Chancellor, Lord Cairns, discussed the extent of the employer's duty to his workmen in this way: " What the master is, in my opinion, bound to his servant to do, in the event of his not personally superintending and directing the work, is to select proper and competent persons to do so, and to furnish them with adequate materials and resources for the work. When he has done this he has, in my opinion, done all that he is bound to do ".

The duty I have been discussing, to provide competent staff, is owed by the employer to his workmen as a whole. There is, however, a related duty owed by the employer to each workman himself to see that he is himself competent so that he does not injure himself in his work. This involves instruction in the use of dangerous machinery, etc., and is part of what is called " a safe system of work", which I shall be discussing in a later article.

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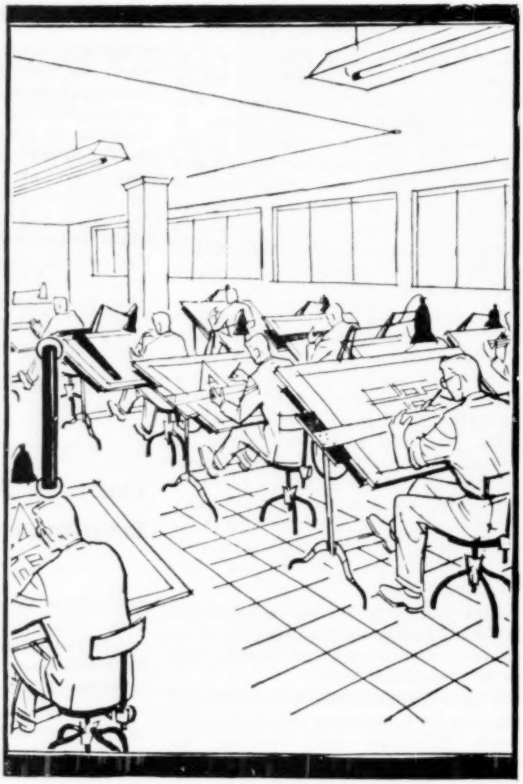

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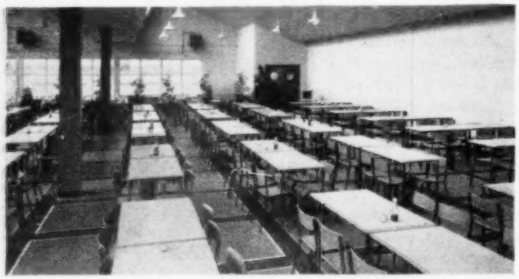

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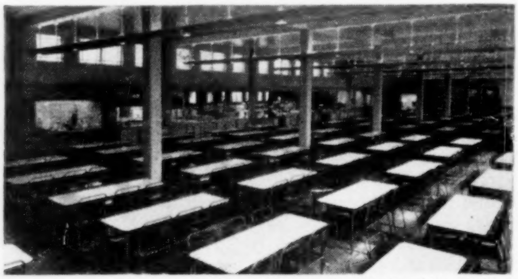

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CANTEEN EQUIPMENT NEWS

It Pays to Spend Your Money on Quality and Design

By LESLIE BANHAM

IN the first chapter of *Ecclesiastes* it is written: "Is there anything whereof it may be said. See, this is new? It hath been already of old time which was before us."

One might well be forgiven for applying this passage of Scripture to exhibits at this year's Hotelympia so far as industrial canteens are concerned. It proved more profitable for the industrial caterer to consider the improvements and modifications that have been made rather than to search for that which is new.

Cutting Labour Costs

Manufacturers generally are spending a lot of thought on improving their designs and this was clearly evidenced at the exhibition, although there is still room for further improvement. Good design, of course, does not necessarily mean an elegant appearance. In the case of machinery, especially, it is essential that the design should permit quick and easy cleaning after use. Machines are intended to reduce labour costs and, unless they are easy to clean, they defeat their own purpose.

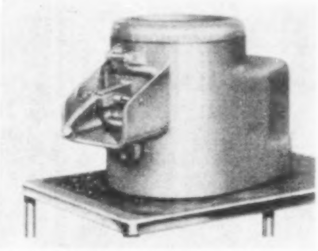
It is worth noting too that some manufacturers operate an after-sale maintenance scheme which, for a reasonable fee, ensures that the machines are kept at maximum efficiency.

No machine should ever be bought without first ascertaining that the staff who are to use it are fully instructed in its correct use. Where electric mixing machines are concerned it is most important that the list of attachments for doing different types of work should be studied so that *full* use is made of such equipment.

If the exhibition emphasised any one feature it was that stainless steel is here to stay. The cost may at first seem prohibitive but the advantages more than compensate for the money spent.

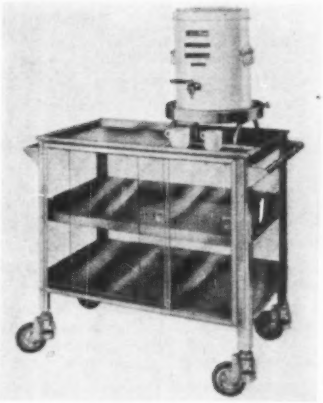
For example, the present day food service counter of stainless steel with its bains-marie, refrigerated compartments, Lowerator dispensers and hot cupboards is not only pleasing to the eye (and thereby plays a part in making the food more attractive to the customer) but is a joy to use, and remarkably easy to keep clean.

Even the layman would agree that it is much easier to keep a stainless steel surface clean than a wooden one and, in fact, the saving in labour cost over a year in cleaning the stainless steel, as against an ordinary wooden table, is impressive. When this is considered

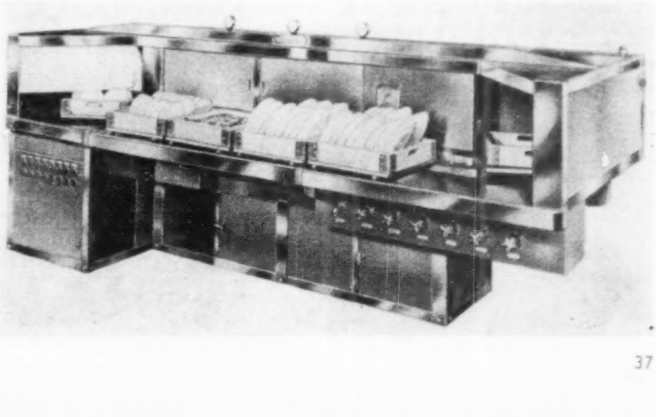


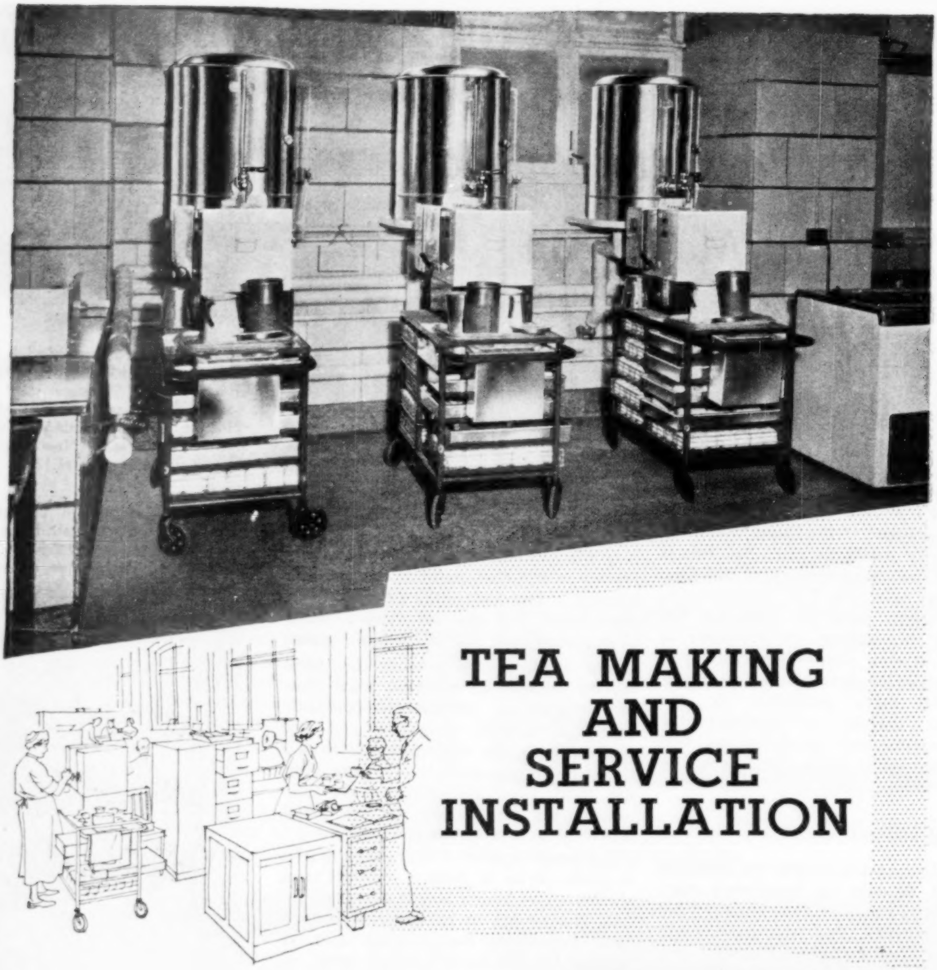
The Hobart peeler (Model E 6110) cleans 7 or 10 lb. of potatoes in 1-3 minutes. Stainless steel is used for all water-contacting surfaces.—Hobart Manufacturing Co. Ltd., Hobart Corner, New Southgate, London, N.11.

Adjustable aluminium urn stand on the Cafe Car tea unit takes various sizes of urns.—Institution Supplies Ltd., 46 Park Place, Leeds 1.



With the Swiss-built Wefcoma Mk. II automated dishwasher two operators can wash and dry for 800 meals.—Wefcoma Ltd., London, W.1.





TEA MAKING AND SERVICE INSTALLATION

For the Prudential Assurance Company,
Holborn Bars, London, by

Bartlett

Tea for over 3,000 staff served promptly and efficiently, using Bartlett Bulk Water Boilers, Trolleys and Multipots.

May we advise on your Tea service problem?

G. F. E. BARTLETT & SON LTD

MAIN WORKS: MAYLANDS AVENUE, HEMEL HEMPSTEAD. Telephone: BOXMOOR 4242
LONDON SHOWROOMS: BELL STREET, LONDON, N.W.1. Telephone: PADDINGTON 8222
BIRMINGHAM: 12 Whitmore Road. Tel.: Victoria 1615. MANCHESTER: 530 Stretford Road. Tel.: Trafford Park 0288

S.B.82

along with the difference in the working life of the two tables, the choice is an obvious one.

Again, cooking equipment such as steam-heated jacketed boilers with stainless steel linings are worth considering if only because of the conductive properties of the metal and the consequent saving in fuel cost.

Another impressive feature was the number of items such as cooking ranges and ovens that are available on the unit plan. This is particularly useful where the canteen service is expected to grow. Managers of canteens are inclined to change their jobs from time to time and each has his own idea of the size and amount of equipment needed and where it ought to be sited. Such conflict of ideas might well be avoided with an original plan based on the unit system, allowing for possible future expansion of the canteen services.

The factors which dictate the size and capacity of equipment to be bought are, of course, the number of people to be fed and the rate at which they can be served. This rate makes the food service counter the most important single item; all cooking times and equipment capacities are, or at least should be, directly related to this figure.

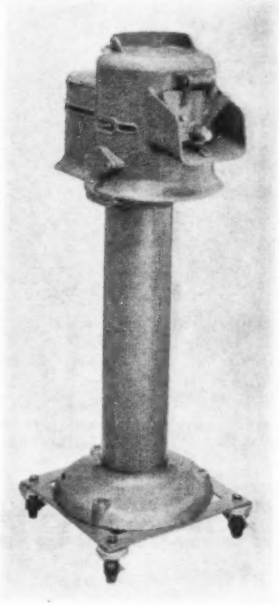
Advice is Free

A number of equipment exhibitors, including national undertakings like the Gas Council and Electricity Authority, offer free skilled advice on the design and layout of canteens. This is a service worth knowing about especially when any re-organisation is being planned. Their decisions on siting major articles of equipment will be based on a consideration of the flow of work through the canteen, and in accordance with the principles of time and motion study.

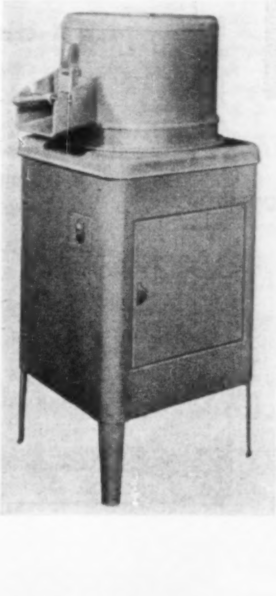
Bearing in mind the attention that many catering firms are prepared to lavish upon their customers' problems in the way of advice and after-sale service, it is incredible that any manufacturer should go to the expense of taking an exhibition stand without employing someone skilled in cookery who can answer practical questions about the use of the equipment demonstrated.

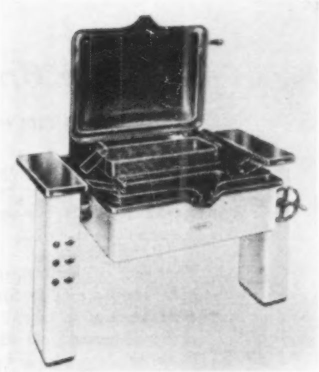
Caterers don't want a lecture on the engineering excellence of a product; their queries are related to the many and varied problems arising from its use. It is as simple as that.

It would be excellent, too, if leaflets

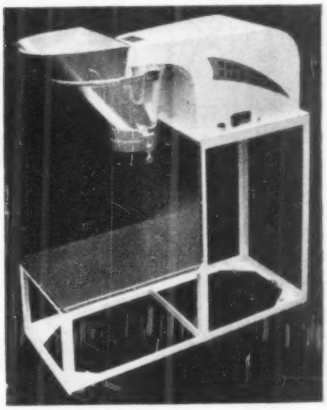


Useful accessory to the Avamore Model 200 potato peeler, above, is the Transporta trolley unit for complete mobility in the small kitchen. — Avamore Engineering Co. Ltd., Oakside, Oxford Rd., Denham, Uxbridge. Below, the Champion C.30 electric, push-button-operated potato peeler by Medcalfe & Co. (1950) Ltd., 141-142 Saffron Hill, London, E.C.1. The machine incorporates a built-in, easily-emptied peel trap.

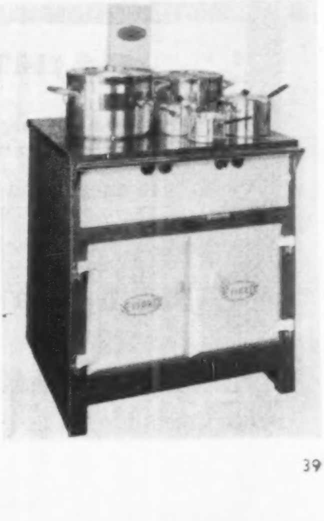




German tilting cooking pan by Kitchen Machines Ltd., London.



Above, Senco Electromash mashes 28 lb. of potatoes a minute. — Samuel Nye & Co. Ltd., St. George's Way, London, S.E.15. Below, Double-Top cooking range by Essard Ltd., 216 Westbourne Grove, London.

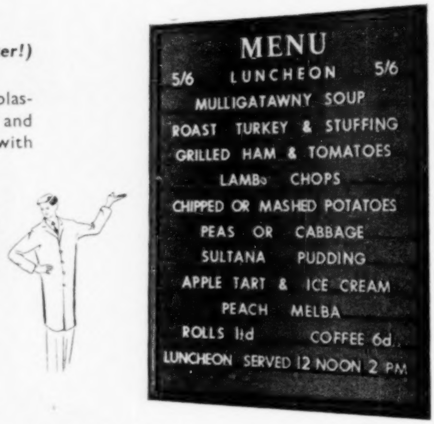


That's a fine sign . . .

(from your viewpoint it's even better!)

Aluminium framed, ½″ thick, faced with interlocking plastic strip, lapped to grip beautiful white plastic letters and numerals. Simply clip them in. Fast, clear, strong, with a fine sales-appeal finish.

Choice of 3 Board sizes: 2′ × 2′ 6″; 2′ × 1′ 6″; 1′ × 1′ 6″—from 52/6d. (Other sizes by quotation.) 6 sets each of up to 462 numerals and 561 letters in sectioned boxes, from 25/6d. and 29/6d. respectively. Board headings free or by arrangement.


MENU
5/6 LUNCHEON 5/6
MULLIGATAWNY SOUP
ROAST TURKEY & STUFFING
GRILLED HAM & TOMATOES
LAMBS CHOPS
CHIPPED OR MASHED POTATOES
PEAS OR CABBAGE
SULTANA PUDDING
APPLE TART & ICE CREAM
PEACH MELBA
ROLLS 1½d COFFEE 6d.
LUNCHEON SERVED 12 NOON 2 PM

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Send for leaflet and ***free sample*** *parts*

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anti-condensation paint

A decorative finish for the prevention of condensation

Acts by insulating the cold surface from contact with humid air

Made in various grades to meet differing conditions of condensation

Can be applied by brush or spray

Supplied ready for use

For use on all interior surfaces subject to condensation

and pamphlets were written less in the terms of an engineering manual and contained more information of direct use to the caterer and his kitchen staff. It is not enough to say that a fish fryer will fry *x* lbs. of chips per hour. The amount of fat or oil that it will conveniently take, and the rate of recovery, are more essential items of information.

No one honestly cares if the beater arm of an electric mixing machine has an epicyclic action. It is much more important to know what attachments are available, the running costs, what maintenance service exists, what it would cost to have the bowl re-tinned and what quantities the bowl will conveniently take in operation.

When considering the difference in price between similar types of equipment, one quickly realises that here, as with any other commodity, one has to pay for the name. But the prospective customer should always remember that, while good advertising will bring a name to the fore, it is the standard of workmanship and performance that really gives the firm its good name. I am always reminded of this at every exhibition; no matter how prosperous the stand may look, no matter how eloquent and persuasive the sales patter, the equipment has to justify its expense.

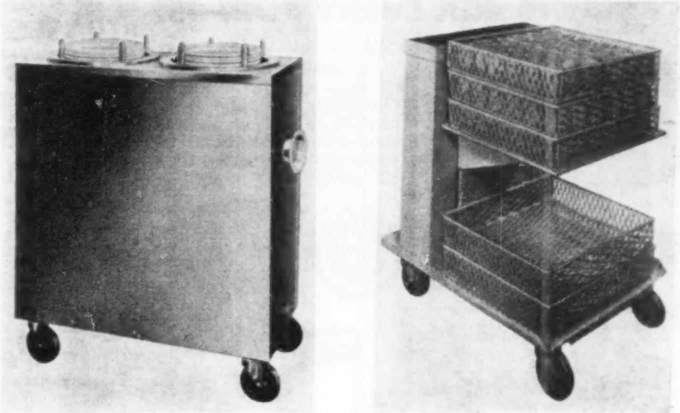
Value for Money

Certain firms offer a commission to people who introduce new business. Thus, it may well happen that your new catering manager insists that a certain piece of equipment is vital to the successful running of the canteen, and only the particular product of Messrs. So-and-so will do. The commission which he takes for introducing the business is automatically added to the bill. This may be good business for the makers but it is no guarantee that the needs of the canteen are met.

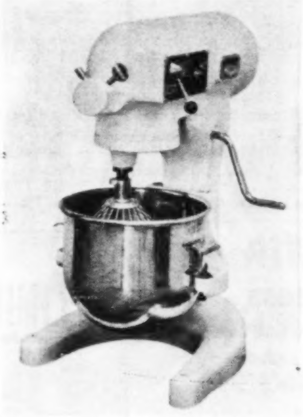
Most industrial firms, certainly the smaller ones, have so many calls on their capital, other than canteen equipment, that it is imperative for their catering managers to make certain they get the best value for outlay. Because it comes their way only once every two years, Hotelympia is a golden opportunity for them to see almost the whole of modern catering aids spread out before them. It is enormous, of course, and it gets bigger every year, making it more and more difficult for the visitor to see everything on show.

I always walk away from the exhibition hall completely exhausted, with my

(*continued on page* 43)



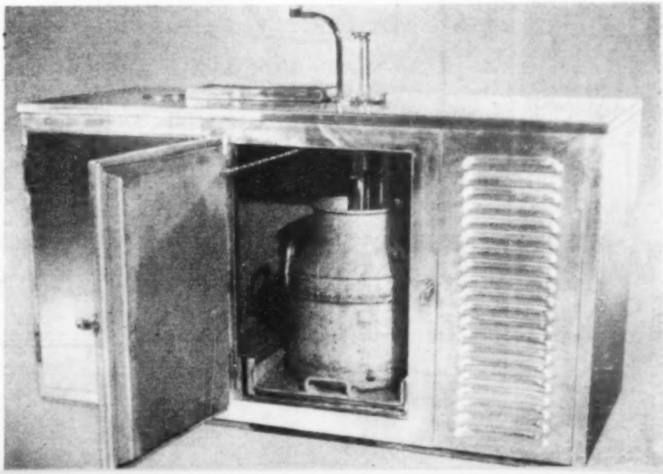
Above, two canteen space savers. These Lowerator storers (for cups, left, and plates) are by Conveyor Cafeterias Ltd., 13-16 Jacob's Well Mews, London, W.1.



HOT FOOD
COOLED FOOD

Above, the EB.2012 general duty mixer. —Crypto Ltd., London. Right, new slot-machine vending hot foods.—Automat Machine Sales Ltd., London.

Below, refrigerated milk storage and dispensing unit by W. M. Still & Sons Ltd., 29-31 Greville Street, London, E.C.1. Capacity: two 5-gallon churns.



TROLLEYS FOR EVERY PURPOSE

SERVICE WAGON SW 53

Light, manœuvrable and easy to clean. Ideal for serving refreshments, clearing tables, carrying crockery etc. Tubular Steel frame and fixed steel trays, stove enamelled. Overall size 36″ × 20″ × 36″ high.

Service Wagon SW.53

TEA CAR 65

A mobile tea trolley with nine removable, colour-sprayed aluminium trays 19″ x 12″ x 1¼″ deep. 1″ tubular steel frame, stove enamelled. Mounted on 5½″ castors. Sizes 38″ x 21″ x 44″ high to top of adjustable urn stand.

Institution Supplies Ltd

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EASES LABOUR PROBLEMS IN INDUSTRIAL CANTEENS AND LARGE CATERING ESTABLISHMENTS

When hundreds of rolls have to be cut and filled daily, there is no quicker more economical and, above all, no more hygienic way of doing the job than with a Hyco Electric Roll Cutter. The Hyco is completely automatic, utterly safe and can be operated by anyone.

CUTS 60 ROLLS PER MINUTE READY FOR QUICK FILLING

The HYCO ELECTRIC ROLL CUTTER

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The Food Hygiene Regulations, 1955

For Health and Cleanliness . . . **in your kitchens use the soap the doctors choose for their surgeries . . .**

For 50 years . . . awarded the Certificate of Merit of the Royal Institute of Public Health and Hygiene.

Wright's COAL TAR SOAP

Always put Wright's on the Washbasins for personal use by the staff—the soap which is not highly perfumed.

Write for free sample tablet of soap now.

Obtainable from all Chemists and Grocers.

The Golden Tablet in Bath and Toilet sizes.

WRIGHT'S COAL TAR SOAP

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FINCHLEY,
LONDON, N.12
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Leading specialists in the extermination of pigeons, sparrows, etc.

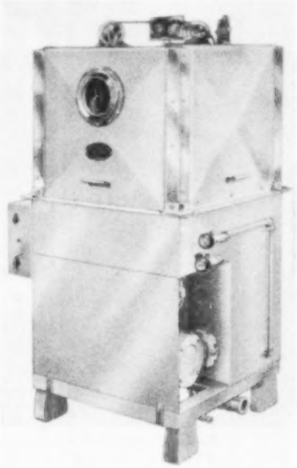
Satisfaction guaranteed

Money on Design

(*continued from page* 41)

head aching, and it is at this stage that my mind teems with small, and perhaps, niggling points of criticism. I am still wondering, for instance, why the kitchen tables I saw displayed were not fitted with small wheels or castors. If they were, it would make it so much easier to move them around the kitchen when and where they were needed.

There are, however, more things to the exhibition than equipment. Despite its intensive mechanisation, catering is more than a mechanical process, and the exhibition does useful service by drawing attention to the work of the Hotel and Catering Institute in training young people for the catering industry. It may well be that in your district there is a training establishment which will provide the canteen staff you are looking for, or perhaps holiday reliefs in the summer. Now is the time to look.



Left, deep-fat fryer from Oliver Tom's Catering Equipment Ltd., 167 Fulham Palace Road, London. Above, Falcon 10G heavy-duty gas range by Falkirk Iron Co. Ltd., Falkirk, Stirlingshire. Right, Deluge automatic dishwasher. — Dawson Bros. Ltd., Ventnor Works, Gomersal, Leeds.

"Look Doris just the job I've been looking for"

Millions of skilled workers read the Daily Herald every day. And results prove they read the classified advertisements, too. This is the place to get the skilled staff *you* need. Ring Temple Bar 1200 (Ext. 452/8) or Manchester Central 3232 (Ext. 75).

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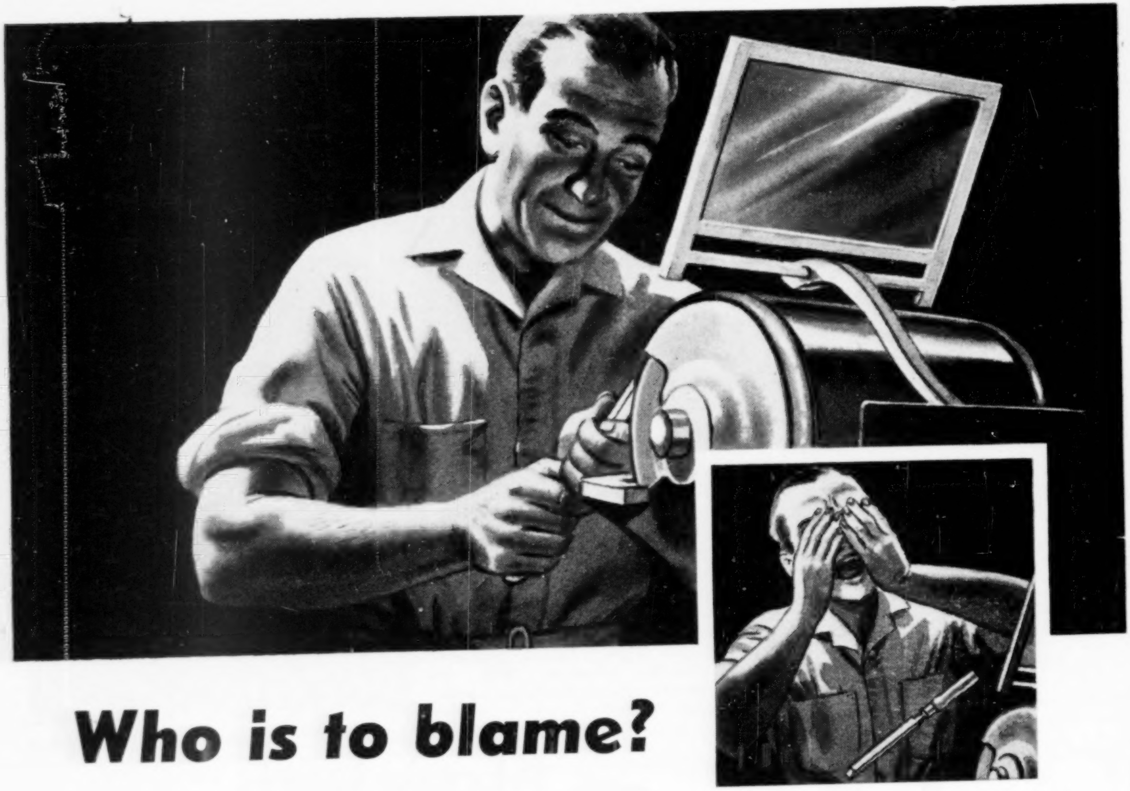

Who is to blame?

Is it the employee for not taking the right precautions—or the employer for not driving home the importance of those precautions? It is estimated that more than 200,000* eye injuries alone, are caused in factories every year—the majority of them through carelessness. Everybody acknowledges the need for 'Safety First' in Industry but few put its principles into practice. 16 mm. FILM can bring this cautionary message home with a new sense of urgency. Film can implant such powerful images in the mind that its message will be remembered for years to come. Let film help remove the causes of accidents in *your* organization—let it help save time . . . money . . . and *lives*.

** Figure given in a recent Home Office report*

FILM drives home the importance of precautions

The G.B. Film Library offers a wide range of outstanding 16 mm. films—films dealing with Accident Prevention, Industrial Management, Sales Training, and many specific problems in Industry today.

A brief selection of 16 mm. films available on Accident Prevention

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No. 2.	Machines	Cat. No.	IF.3815	B/W Hire rate 10/-
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No. 5.	Safe Clothing	Cat. No.	IF.3818	B/W Hire rate 10/-
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May Management Diary

BACIE

12-16 **Roffey Park Institute, Horsham, Sussex.** Management training: policy, planning and practice. First of BACIE's new policy seminars.

BURTON MANOR (Burton in Wirral, Cheshire)

11-16 Electrical safety in industry. Course for foremen.

11-16 Introduction to supervision for chargehands and junior foremen.

19-30 Supervisory management.

COLLEGE OF PRODUCTION TECHNOLOGY (Great Chart, Nr. Ashford, Kent)

5-9 Five-day foremanship course.

12-23 Two-week course on materials handling.

12-23 Two-week course on work study.

INDUSTRIAL WELFARE SOCIETY

16-19 **Grand Hotel, Brighton.** Residential conference for foremen and forewomen.

Courses and meetings at Robert Hyde House

6-8 Industrial and factory law.

21-22 Chairmanship.

13 Management seminar on human relations.

14 "New Thinking" Luncheon—Human values and industry. Speaker: Bishop of Sheffield.

16 Industrial Editors' (Welfare) Group meeting. A.G.M. Reporting sport—speaker: H. A. Pawson, "Observer" sports reporter.

Residential workshops

12-15 **Dunford, Midhurst, Sussex.** Office training.

Meetings outside London

1 **Birmingham.** American ideas in retailing.

2 **Manchester.** American ideas in retailing.

6 **Leeds.** Visual aids.

13 **Glasgow.** Industrial health conference.

15 **Newcastle.** Advisory meeting.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Week-end residential courses

2-4 **Droitwich.** Practice of communication.

2-4 **Buxton.** Practice of supervisory management.

2-4 **Bridge of Allan.** Work study for supervisory management.

16-18 **Bournemouth.** Work study for supervisory management.

16-18 **Droitwich.** The foreman and cost reduction.

16-18 **Bridge of Allan.** Economic background for the foreman.

30-June 1 **Kilmacolm.** Organising for production.

30-June 1 **Droitwich.** Human relations.

INSTITUTE OF PERSONNEL MANAGEMENT

16-18 **Eastbourne.** Annual conference of the staff management association.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

5-7 Selection methods, part IV (clerical).

12-16 Selection methods, part III.

19-23 Selection methods, part I.

28-30 Three-day course for supervisors.

RoSPA

9-11 **Scarborough.** National Industrial Safety Conference and trade exhibition.

SUNDRIDGE PARK (Bromley, Kent)

6-8 Impact of computers and automation on management. Three-day residential course for senior executives.

28-30 Work study. Three-day residential course for executives.

URCHFONT MANOR (Devizes, Wiltshire)

12-17 Thinking, speaking, writing. Residential course on committee and report work.

EXHIBITIONS and CONFERENCES (May)

5-10 **Olympia, London.** First International Hospital Equipment and Medical Services Exhibition.

7-17 **Earls Court, London.** Mechanical Handling Exhibition and Materials Handling Convention.

12-21 **Olympia, London.** Gauge and Tool Exhibition.

19-24 **Brussels.** Second World Conference on the Prevention of Occupational Accidents.

April Stop Press

BACIE

16 **Royal Festival Hall, London.** Training for Skill. Joint one-day conference with IWS on Carr Committee Report.

27-May 9 **Roffey Park Institute, Horsham, Sussex.** Principles and practice of industrial and commercial education and training. Two-week residential course (first of BACIE's new policy courses).

BIRMINGHAM UNIVERSITY (Institute for Engineering Production)

28-May 9 Application of work study. Residential course for executives.

INDUSTRIAL WELFARE SOCIETY

14-17 **Grand Hotel, Brighton.** Making joint consultation work. Workshop for executives.

INSTITUTE OF PACKAGING

24-26 **Grand Hotel, Eastbourne.** International conference. Theme: Packaging and profit.

INSTITUTE OF PERSONNEL MANAGEMENT

27-May 2 **London.** Five-day residential course in wage administration.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

14-18 Selection methods, part I.

28-May 2 Selection methods, part II.

ROYAL SOCIETY OF HEALTH

28-May 2 **Eastbourne.** Congress on clean food, clean air, good health.

EXHIBITIONS (April)

12-22 **Basle.** Swiss Industries Fair.

14-18 **Royal Albert Hall, London.** 3rd Industrial Textiles Fair.

14-19 **Earls Court, London.** 6th Factory Equipment Exhibition.

16-25 **Olympia, London.** Instruments, Electronics and Automation Exhibition.

Notes for Your Diary

STAR ATTRACTION at next month's Production Exhibition and Conference (Olympia, London, May 12-21) will be the inauguration of "The E. W. Hancock Paper". Established by the Institution of Production Engineers in recognition of the outstanding service given by Mr. Hancock, its past president, and director and general manager of Humber Ltd., this paper will deal with human problems in industry. This year's speaker will be Mr. Lewis Wright, chairman of the British Productivity Council, and general secretary of the Amalgamated Weavers' Association.

* * *

PRIME MOVER of the Thermal Insulation (Industrial Buildings) Act, Mr. Gerald Nabarro, M.P. for Kidderminster, will open a one-day conference on the subject during the first ever Thermal Insulation Exhibition this month. This display of diverse insulating materials and methods will be run in conjunction with the Factory Equipment Exhibition — April 14-19, Earls Court, London.

* * *

PRODUCTIVITY IN PRINTING — For the first time ever the British Productivity Council is running a work study course for a specific industry — the printing trade — at the Guildford School of Art, May 5-9. Another "first time ever" for the BPC is a residential work study course at Moor Park College, Farnham, Surrey, April 14-18.

BACIE—New Policy

THE British Association for Commercial and Industrial Education has announced a change in policy, to cater for everyone interested in, or concerned with, education and training. In future it will run two types of courses on educational principles and practice—general courses of two weeks' duration and a number of one-week seminars treating special aspects in more detail. Course members will be able to participate fully in discussions, projects and syndicate work.

Seminars will be organised according to demand and members should tell BACIE where their interests lie. (For the first of these courses see this month's Management Diary).

Conferring for Skill

Striking a topical note at the Royal Festival Hall this month, BACIE and the IWS are holding a joint one-day conference on the Carr Committee report, "Training for Skill." Date: April 16.

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

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NEW
for years to come

The new '631' is the only 16mm. sound projector in the world to include a *Variable Aperture Plate.* This new feature means that standard 16mm. films can be projected in any ratio from normal to wide screen: and there is a complete range of matchless Taylor-Hobson projection lenses available to suit every need. Among its many brilliantly conceived features is the automatic pilot light which operates when the door is opened to give maximum illumination of the film path. The '631' includes all the successful time-proved G. B.-Bell & Howell 'Filmosound' features. These, combined with precision workmanship and stringent testing during manufacture, ensure a lifetime of outstanding performance and dependable service.

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Fitted in a matter of minutes to any G.B.-Bell & Howell 16mm. Sound Projector. You can play back your own, or any other, magnetic film recording without alteration to existing optical sound equipment.

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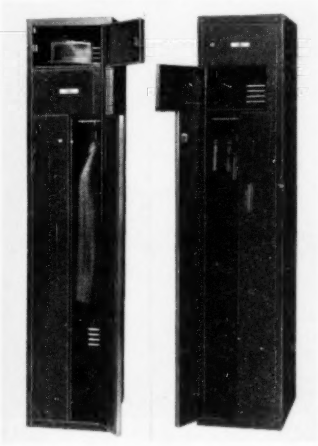
WELFARE ★ GOOD HOUSEKEEPING ★ SAFETY

Firms with new products for better, safer working in industry are asked to send details to the Editor with, if possible, an illustration

Welfare

TWO-PERSON LOCKER

WHERE locker-room space is a problem this new two-person locker should provide the solution. Each 15-inch-wide locker is divided into two separate sections, each providing a full width compartment for hat and small articles and a hanging space for overcoat. A single door encloses each section and is secured by a six-lever lock operating in a pilfer-proof device.

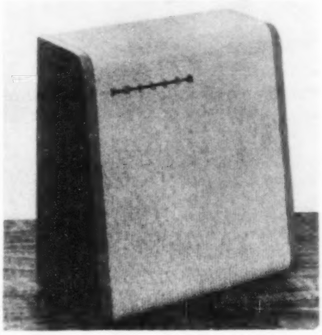


The cubic capacity of each section is almost exactly the same as that of the conventional 72 in. by 12 in. by 12 in. locker, while the saving in wall space amounts to 37½ per cent. Ventilation is provided by louvres in the back of each section at top and bottom.

Evertaut Ltd., Walsall Road, Perry Barr, Birmingham, 22B.

BETTER BROADCASTING

PHILIPS ELECTRICAL LTD. have introduced two new loudspeakers which should be very suitable for the small staff restaurant or recreation room. These are the ET 3089 (shown here) and ET 3090. Both are of elegant modern styling with a sloping-front cabinet finished in grey "Rexine" and beige "Vynair".



Type ET 3089 is a 7-inch moving-coil loudspeaker rated at 1 w, and is designed for desk or wall mounting. In the former position it stands on four small feet fixed to the broader end of the cabinet; when wall-mounted the broader end is uppermost so that the sound is directed downwards. Dimensions are: height, 9½ in.; width, 8 in.; and depth at broad end, 5 in. It costs £4 15s.

ET 3090 is similar in style and shape but it has an 8-inch speaker and the transformer is tapped for 1, 3 or 6 w. Its dimensions are: height, 14 in.; width, 12 in.; and depth at broad end, 6¾ in. It costs £6.

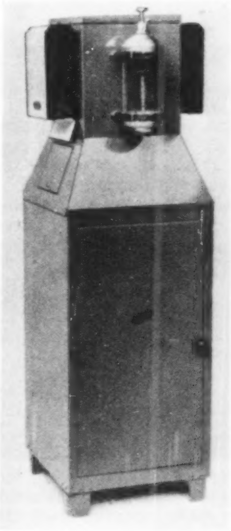
Philips Electrical Ltd., Century House, Shaftesbury Avenue, London, W.C.2.

WATERLESS WASHING

THIS "waterless wash-station," say the makers, can save as much as 11 minutes of each worker's time per day, as it can be installed on the shop floor itself.

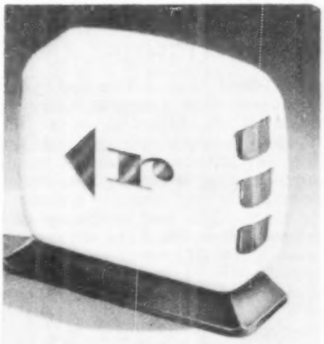
It consists of a dispenser for the firm's waterless skin cleanser, which is mounted on a receptable for waste. At the top are two paper towel dispensers, and inside the waste receptacle is a canvas sack to catch the soiled towels which are dropped through pillar-box slots. Below the sack is room for the storage of paper towels and the hand cleanser.

The whole unit is, in fact, completely self-contained; no taps, pipes or installation of any kind are needed.



Deb Chemical Proprietaries Ltd., Belper, Derbyshire.

COLOURFUL CONTAINERS



These air-purifier containers are available in three colour schemes—white/black, cream/green and blue/maroon. The selling price is 3s. 3d. which includes one purifier block. (Racasan Ltd., Ellesmere Port, Cheshire.)

EASY PAYMENT

LATEST addition to the sales literature of the Sketchley Overall Service for industry and commerce is a leaflet explaining the method of payment. This system, which makes the operation of the service as simple and time-saving as possible for both management and employees, is set out concisely for the accountant.

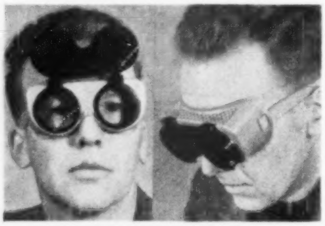
Sketchley Dye Works, Hinckley, Leicestershire.

Safety

FLIP-UP GOGGLES

THIS new P.V.C. gas welding goggle has been designed to offer protection plus comfort and efficiency. Its soft P.V.C. frame will fit all facial contours and is ventilated by a mesh system which cuts out lens misting.

A flip-up front enables the worker to inspect his job in complete safety as the fixed front is fitted with laminated safety-glass lenses. The adjustable headband is made from top-grade elastic.



Standard 2 in. diameter welding lenses are fitted and are protected against pitting with plastic cover lenses. The goggle will fit over all types of corrective spectacles and is also recommended for furnace inspection.

Safety Service Company, 34a Stonebridge Park, London, N.W.10.

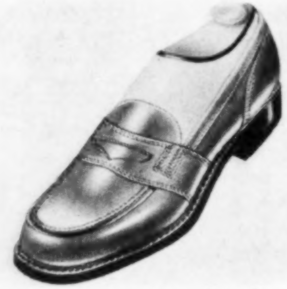
SAFE 'LIGHTING-UP'

THE FSM4 flame failure and ignition programming control unit just announced by Elcontrol is a fully-automatic controller for use with practically any industrial oil or gas burning equipment that is required to start up automatically by remote control or time clock. The unit makes use of an infra-red cell as the flame detector and embodies an AC amplifier so that it responds only to the fluctuating infra-red radiation characteristic of all flames and is not affected by glowing refractory.

The unit enforces a fully safe lighting-up sequence, including initial fan-start-up, pre-purge period, fixed "failure-to-ignite" time, and automatic shut down and lock-out on running flame failure and on failure to light up within the programmed time. It can be used in conjunction with oil-pre-heat arrangements, in which case the start of the ignition cycle is delayed until the oil is at correct atomising temperature.

Elcontrol Ltd., 10 Wyndham Place, London, W.1.

PROTECTION À LA MODE



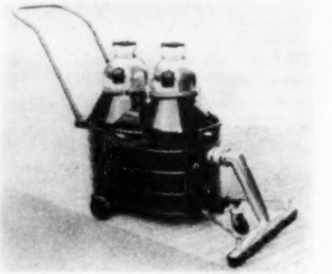
One of a new range of craftsman-built safety shoes designed to combine the highest degree of safety with fashion. The price of the model shown is only 47s. 9d. (Protective Footwear Services Ltd., Kingswood, Bristol.)

Good Housekeeping

'FLOOR MASTER'

THIS suction cleaner, say the makers, has been specifically designed for the cleaning of large floor areas. It is one of the firm's *Floor Master* range whose models are fitted with two or three detachable twin-turbine power units. The canister is mounted on a three-wheel trolley with the handle fitted at the rear of the machine to give easy control and manœuvrability.

One of the main features of this model is the detachable, rigid extension tube and wide nozzle at the front which sucks dust and other litter from the floor speedily and efficiently. It can also be used with a flexible hose for overhead cleaning.



The cleaner can be used off any standard voltage, is fully guaranteed and not subject to purchase tax.

New Welbeck Limited, Moulescoomb Way, Brighton 7, Sussex.

'REVOLUTIONARY POLISH'

DESCRIBED as "a revolutionary new floor polish", H.A.R.2 was originally developed as a polish for the atomic industries which would minimise penetration of desk tops and floors by radioactive materials. It was found, too, say the makers, that it had a combination of qualities which made for a perfectly balanced industrial floor dressing.

It is an emulsion polish made from plastic waxes which give it a non-slip property. One application will last six to eight weeks under heavy traffic conditions; where the traffic is light, one application will last as long as three months.

Cimex-Fraser-Tuson Ltd., Cray Avenue, Orpington, Kent.

SENSIBLE DUSTBIN

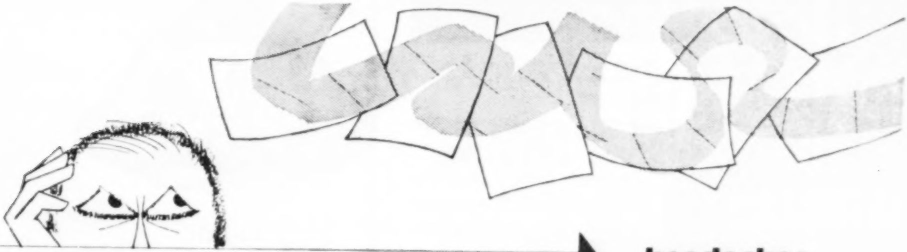
IDEAL for industrial canteens is this dustbin with the pedal-operated lid which can also be easily fitted to any standard dustbin. The lid is always held securely in place thereby making the bin itself vermin-proof. It also keeps the bin off the ground so stopping the bottom from rotting away.

Dale Horticultural Products Ltd., Gristhorpe, Filey, Yorkshire.

FOR BRIGHT FLOORS

NOW on the market is a new range of plastic flooring strip in nine standard colours and made in three basic shapes—H, L and T. There are also ten different sizes and the standard colour range includes black, white, yellow, red, brown, cream, and light and dark shades of green, blue and grey. The coloured flooring strip can be formed at room temperature or by the application of a little heat. It is manufactured from high-quality P.V.C.

Lorival Plastics, Little Lever, nr. Bolton, Lancs.

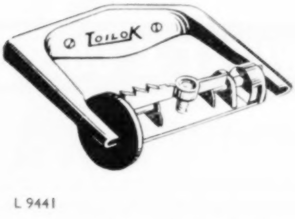


headaches over paper wastage ?

TOILOK
REGD TRADE MARK

Pat. No. 643103 Regd. Des. 858877

TOILET ROLL HOLDER



Stop it! Control usage with the Toilok Toilet Roll Holder. Its installation makes an effective contribution to economy. This *clever* equipment yields *one piece of paper at a time* and "locks" next release until wanted. Toilok Toilet Roll Holder is pilfer-proof; strongly made and supplied in white, cream or pastel green hard gloss enamel. Takes every good brand of toilet roll, but we recommend Toilok Medicated 7-oz. rolls. Take the Toilok step to reduce overheads today.

Write for illustrated folder and full details to:

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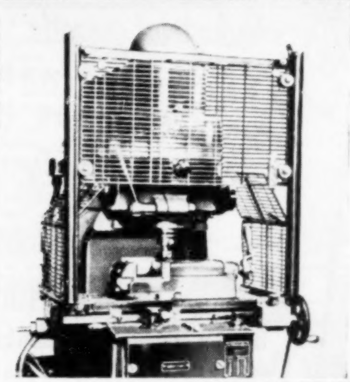

Broughton Interlock Milling Machine Guards

Illustration shows a Guard fitted to a Vertical Milling Machine and so arranged that until the Guard is completely closed, the machine cannot be set in motion. Alternatively, any attempt to open the Guard immediately stops the machine.

Please write for illustrated leaflet.

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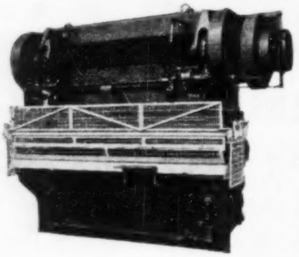

Our technical staff will be glad to assist you, and a leaflet gives full details of our work.

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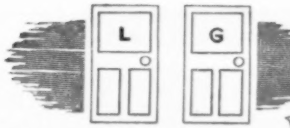
See page 47 of February issue



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all the time - with—

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Mist and liquid disinfectants only a temporary measure . . . the most effective and cheapest method is using "G" BLOCKS in the Gentlemen's toilet stalls and channels, remain 100% effective. Insoluble in water, need no attention.
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For a refreshing atmosphere, free from unpleasant odours be assured of PERMANENT toilet hygiene use AIR PURIFIER TABLETS in Ladies' and Gentlemen's toilets. Tablets remain effective from 3 to 5 weeks. Ideal for Factory, Office, Hotel, Hospital, Club, School and College, etc.
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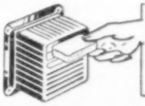

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Price - **4/6** - *each*
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AROMATIC DISINFECTANT BLOCK CO. LTD.

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HYGIENE IN PUBLIC PLACES

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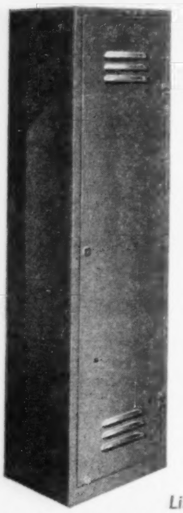

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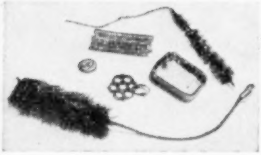
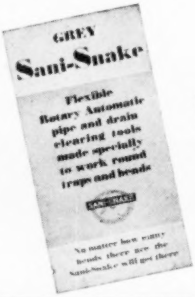


REMOVED by the "Sani-Snake" after all attempts by other means had failed.



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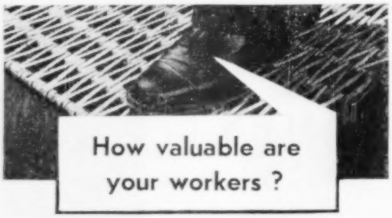

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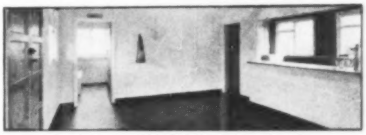

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